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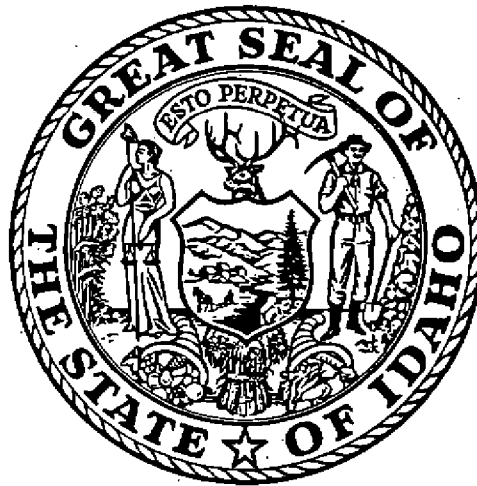
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REPORT TO THE

BOISE, IDAHO

IDAHO LEGISLATURE

STATE GOVERNMENT REORGANIZATION



IDAHO LEGISLATIVE COUNCIL

RESEARCH PUBLICATION NUMBER 3

November, 1966

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STATE GOVERNMENT REORGANIZATION

Report to the
Idaho Legislature

November, 1966

Research Report Number 3

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October 15, 1966

To Members of the Thirty-ninth Idaho Legislature:

In compliance with the directive contained in House Bill No. 315, 38th Session of the Idaho Legislature, the Legislative Council submits the accompanying report relating to state government reorganization.

This report was considered by the Council at its meeting of October 15, 1966 for transmission to the members of the Thirty-ninth Legislature of the State of Idaho.

The Council emphasizes that the recommendations which are herewith submitted to the 1967 Legislature are merely that. They represent the best judgment of the members of the Committee on State Government Reorganization, based upon the research that has been conducted during the interim. The Council in forwarding these recommendations asks only that you give them your full consideration. The final decision is yours.

Respectfully submitted,

R. H. Young, Co-chairman

William J. Lanting, Co-chairman

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To the Idaho Legislative Council:

We have the honor to present to you the final report and accompanying recommendations of the Committee on State Government of the Idaho Legislative Council.

The Committee on State Government was created by the Legislative Council at its meeting of April 30, 1965, and the members appointed immediately after the Council meeting of July 31, 1965. At the April Council meeting, a plan of study was approved, and the Committee has followed the outlined methodology - namely:

(a) Phase I. Inventory. This would be a staff compilation of the present departments, agencies, bureaus, etc., of all state government activities, with a brief description of constitutional duties and statutory duties.

(b) Phase II. Analysis. The analysis phase of the study program would be oriented towards pin-pointing those activities that are being duplicated by some other agency, that are being done in conflict with some other activities, that are being done in such a way or manner that improvements could be suggested, or that may be no longer necessary or wanted in light of to-day's changing social values and technology.

(c) Phase III. Recommendations. The recommendations, a logical continuation of the inventory and analysis phases, included herein, are those recommendations which the committee feels can ultimately be accomplished. They have been segregated into three basic groups; those requiring only executive pronouncement, those requiring immediate statutory action, and those that can only come through long range planning.

Committee meetings were held on October 15, 1965, January 21, 1966, May 12, 1966, June 7-8, 1966, August 12-13, 1966, August 25, 1966. At the meetings in May, June, and August, members of the Administrative branch met with the Committee at which time specific areas of the recommendations were discussed.

Members of the Committee wish to express their gratitude and appreciation to those who contributed their time and effort to the deliberations of the Committee.

Respectfully submitted;

Representative Pete T. Cenarrusa
Committee on State Government

FOREWARD

The business of government is everyone's business. It must be attended to with sincerity, dedication, and efficiency. The Committee on State Government has spent many hours in trying to effect the change laid down by House Bill No. 315, Thirty-eighth Legislature.

The staff work on this study was the primary responsibility of Mr. David N. Easton, assistant director for fiscal affairs of the Legislative Council. He was assisted by Mr. William F. Yost, research analyst, and by Mr. Larry D. Warberg, fiscal analyst. We wish also to acknowledge the contributions made by the staff of the Bureau of the Budget, and that made by the Office of the State Auditor.

Myran H. Schlechte
Director

October 15, 1966

TABLE OF CONTENTS

	<u>Page</u>
LETTERS OF TRANSMITTAL	v
FOREWARD	ix
INTRODUCTION	1
HISTORICAL SUMMARY OF ATTEMPTS TO RE-STRUCTURE GOVERNMENT IN IDAHO	1
Constitutional Convention 1889	1
Fifteenth Session, State Legislature 1919	2
ATTEMPTS TO RE-STRUCTURE GOVERNMENT IN OTHER STATES	4
Washington	4
Utah	5
Colorado	7
INVENTORY OF EXISTING AGENCIES - EXECUTIVE BRANCH	8
Elected Officials	8
Governor	8
Lt. Governor	8
Attorney General	8
Secretary of State	9
Auditor	9
Treasurer	10
Superintendent of Public Instruction	10
Mine Inspector	10
Constitutionally Created Offices	10
State Land Board	10
State Board of Examiners	11
State Tax Commission	11
State Board of Education	11
State Board of Correction	12
Water Resources Committee	12
Administrative Departments	14
State Purchasing Agent	14
Budget Bureau	15
Bureau of Public Accounts	15
Department of Agricultural Administration	16
Meat Inspection Division	19
Fresh Fruit and Vegetable Inspection	20
Livestock Disease Control (Bureau of Animal Ind.)	20
Dairy Industry Inspection	20
Egg Inspection	20
Bee Inspection	20

Commercial Feed and Fertilizer	21
Economic Poison	21
Horticulture Inspection	21
Bonded Warehouse Inspection	21
Plant Pest Control and Research Commission	21
State Brand Inspection	22
Sheep Commission	22
Public Livestock Market Board	22
Honey Advertising Commission	22
Soil Conservation Commission	22
Hop Growers Commission	23
Wheat Commission	23
Prune Advertising Commission	24
Potato and Onion Commission	24
Bean Commission	24
Apple Commission	25
Pea and Lentil Commission	25
Board of Education	26
Superintendent of Public Instruction	26
Vocational Rehabilitation	26
Idaho State University	26
Teachers Retirement System	26
Vocational Education	27
University of Idaho	27
University of Idaho Special Research	27
University of Idaho Pure Seed	27
University of Idaho Agriculture Research	27
University of Idaho Extension	27
Deaf and Blind School Board	27
Youth Training Center	28
Lewis and Clark Normal School	28
Western Interstate Commission for Higher Education	28
Library Board	28
Fish and Game Department	29
Outfitters and Guides Board	29
State Insurance Fund	29
Tax Commission	30
State Tax Collector	30
State Liquor Control	30
Department of Insurance	30
Department of Finance	30
Industrial Accident Board	31
Occupational License Bureau	31
State Board of Accountancy	31
Electrical Contractors Board	32
Horse Racing Committee	32
Athletic Commission	32
Aeronautics Department	32
Bar Commission	33
Inspector of Mines	33
Pharmacy Board	33
Nurses Registration and Education Board	33
Plumbing Board	34
Board of Engineering Examiners	34
Public Works Contractors License Board	34
Real Estate Brokers Board	34
State Board of Medicine	35
Public Utilities Commission	35
Department of Law Enforcement	35

Liquor Law Enforcement	36
Administrator of Health	36
State Board of Health	37
Division of Mental Health	37
Division of Public Health	37
State Hospital South	38
Tuberculosis Hospital	38
Nampa State School	38
State Hospital North	38
Air Pollution Control Commission	38
Division of Vital Statistics	39
Department of Public Assistance	39
Personnel Council for Department of Public Assistance	39
Veterans Affairs Commission	40
Veterans Home	40
Department of Commerce and Development	40
Adjutant General	40
Disaster Relief and Civil Defense Department	41
Surplus Property Agency	41
Department of Highways	41
State Board of Highways	41
Department of Labor	42
State Cooperative Board of Forestry	42
State Forestry Administration	42
Noxious Weed Eradication and Range Improvement	42
Historical Society	42
Heyburn State Park	43
Parks Administration	43
Ground Water Administration	43
Blister Rust Control	43
Bureau of Mines and Geology	44
Youth Conservation Project	44
Lava Hot Springs Foundation	44
Penitentiary	44
Protection and Parole Department	44
Prison Industries Fund	45

ANALYSIS OF EXISTING STATE AGENCIES	45
-------------------------------------	----

COMMITTEE FINDINGS AND RECOMMENDATIONS	45
--	----

Promotion of Agricultural Commodities	48
Arizona	48
California	48
California Beef Council	48
Other Councils	49
Colorado	49
Florida	49
Georgia	49
Iowa	49
Dairy Industry Commission	49
Other Associations	50
Kansas	50
Montana	50
Nevada	50
New Mexico	50
Oregon	50
Utah	51
Washington	51
Wyoming	51

Overall Plan	52
Department of Administrative Services	53
Department of Agriculture	53
Department of Education	53
Department of Fish and Game	53
Department of Commerce	53
Department of Law Enforcement	54
Department of Health	54
Department of Public Assistance	54
Department of Economic Planning and Development	54
Department of Defense	54
Department of Highways	54
Department of Labor	55
Department of Natural Resources	55
Department of Local Affairs	55
Department of Personnel	55
Department of Correction	55
Department of Federal Programs	55
Department of Public Works	56
Recommendations - Short Range	56
Department of Administrative Services	56
Data Processing Division	57
Accounting Division	58
Purchasing Division	59
Budgeting Division	62
Building Services Division	63
Management Services Division	63
Communications Division	64
Department of Agriculture	64
Payroll Division of Department of Personnel	66
Payroll Vouchers	66
Powers and Duties - Merit System	67
Department of State Auditor	70
Office of Treasurer	71
Miscellaneous Recommendations	71
IMPLEMENTATION	73
Executive Orders	73
Enactments of Legislature	75
SUMMARY	76
APPENDIX A	77
APPENDIX B	81
APPENDIX C	92
APPENDIX D	103
APPENDIX E	104
APPENDIX F	106
FOOTNOTES	109

INTRODUCTION

It has become more apparent to students of government, administrators of government, and, more explicitly, the elected representatives of government with each passing year that government in Idaho is big business, it is growing in size and scope from year to year and from month to month, and is going to continue to exert force in the lives of our citizens as the citizens may determine.

It has been the philosophy of the Committee on State Government that government exists solely for the benefit of the citizens that it serves. It is also the philosophy of the Committee on State Government that there are no sacred areas or subjects of government, and that all governmental actions, no matter how minor in intent nor how major in effect, must be brought before the public's scrutiny whenever possible, so that the citizens may have the opportunity to evaluate these actions.

The Committee on State Government have approached the charge from the Legislature and the Legislative Council with no preconceived ideas, except one. This is that government must be responsive to the wishes and needs of the people. If any segment of governmental activity cannot survive this rather basic test, then it may properly be said that the people should be given the opportunity to know why.

The Committee on State Government have approached the conduct of the study in a manner that has been used and accepted by other study groups and by private, professional consultants. The four stages used in the conduct of the study are inventory of existing functions, analysis of these functions, the formulation of recommendations, and implementation of the recommendations. The format of this report is generally arranged to reflect the study stages as they progressed.

HISTORICAL SUMMARY OF ATTEMPTS TO RE-STRUCTURE GOVERNMENT IN IDAHO

To discuss reorganization of state government, one must certainly be cognizant of historical attempts to structure and re-structure this same government. A very logical point to begin such evaluation, would be with the constitution of the state of Idaho, as this is certainly the first attempt to structure the government of this state. More important than the finished document known as the constitution, is the legislative intent of the framers of this document.

Constitutional Convention 1889

Article 4, section 5, of the Constitution of the state of Idaho, invests supreme executive power with the governor of the state. This section further empowers the governor to execute all the laws of the state. It is interesting to note that there is no discussion of this section in either the session of the committee of the whole of the convention proper. The intent was rather clear in the section as written, and it was remaining for the first legislature to provide the mechanism for the governor to exercise this executive power. Such a mechanism was not to be provided until 1919, and that was to be eroded away through the years.

Article 3, section 1, of the Idaho Constitution places legislative power with the senate and house of representatives. Representative democracy, as a philosophy of government, has long been rooted in the historical doctrine that sovereignty lies with the people. This sovereignty is still retained with a representative legislative body, as the people reserve the power of referendum and initiative.

The framers of the Idaho constitution were certainly imbued with the intent to make the legislative body as representative as possible, as this was to be the policy

making body for the new state. There was quite some struggle in the committee of the whole in determining the number of representatives, terms of office, and whether each county would have representation. As the legislature was to make policy, and not delegate such authority, the members of the convention had to ensure the best possible representation. Those attending the convention appeared to be split as to the role and importance of representation by area, i.e., by county. If the legislative body was to be the policy maker, then areas should be included, reasoned those from small counties. The final resolution left the number at eighteen senators and thirty-six representatives and these were to be elected from counties or districts.

A constitution does not enumerate powers of the executive or the legislative branch; it does limit such branches of government. The constitution then, is a limiting device, as individual rights are provided for; the three branches of government are provided for; special legislation is prohibited; etc., etc. This, then, was the intent of the framers of the constitution for the territory known as Idaho. They wanted a government to be responsive to the people and representative of the people, and to accomplish this goal, a legislature was established to determine policy and a chief executive to administer this policy.

Fifteenth Session, State Legislature, 1919

As has been previously noted, it appears to have been the intent of the constitutional convention to provide a government that was both responsive to the people in determining policy and established with a chief executive responsible for the program.

It was not until 1919 and the fifteenth session of the Idaho legislature, that such governmental organization was proposed. Senate Bill No. 19 (which became Chapter 8 of the Session Laws) was an act relating to the civil administration of the state. This bill was to specifically vitalize Article 4, Section 5 of the constitution which conferred on the governor the power to effectively administer the law as passed by the legislature. It further went on to establish departments of operation for the conduct of the governmental programs, and the governor was to be responsible for administration of these departments. This responsibility is defined as follows:

Section 1. Gubernatorial Responsibility. The supreme executive power of the state is vested by the Constitution, Article IV, Section 5, in the Governor, who is expressly charged with the duty of seeing that the laws are faithfully executed. In order that he may exercise a portion of the authority so vested and in addition to the powers now conferred upon him by law, civil administrative departments are hereby created, through the instrumentality of which the governor is authorized to exercise the functions in this chapter assigned to each department, respectively.

Certainly, the above section more than provides for the adequate enforcement of the constitutional intent of Article 4, Section 5 as written by the constitutional convention. This act was subsequently codified in 67-2401 of the Idaho Code.

Further, Section 22 and 23, Chapter 8, Session Laws, 1919, provided the following:

Section 22. Co-operation of Departments. The Governor shall devise a practical and working basis for co-operation and co-ordination of work, elimination duplication and over-lapping of functions. All departments shall, so far as practicable, co-operate with each other in the employment of services and the use of quarters and equipment. The commissioner of any department may

empower or require an employee of another department, subject to the consent of the superior officer of the employee, to perform any duty which he might require of his own subordinates.

Whenever in this Act power is vested in a department to inspect, examine, secure data or information, or to procure assistance from another department, a duty is hereby imposed upon the department upon which demand is made, to make such power effective.

Section 23. Gross Receipts Payable into Treasury. The gross amount of money received by every department, from whatever source, belonging to or for the use of the State, shall be paid into the State Treasury, without delay without any deduction on account of salaries, fees, costs, charges, expenses or claim of any description whatever and shall be credited to such fund or funds as are now or may hereafter be designated by law for the deposit thereof. No money belonging to, or for the use of, the State shall be expended or applied by any department except in consequence of an appropriation made by law and upon the warrant of the Auditor.

These two sections embody what is considered by legislators and public administrators to be responsible government. Decisions of policy will be made by the legislature, and the chief executive (governor) is responsible for the implementation of such policy. Additionally, the legislature of 1919 saw fit to establish one central accounting fund, and all monies would be paid into that fund, and expended from that fund. Again, Section 22 and 23 of the 1919 Session Laws have been incorporated as Idaho Code, 67-2510, and 67-2511.

There is no doubt, that the Constitutional Convention of 1889 intended for the state of Idaho to operate with a representative democracy. This representative democracy then, would provide that policy be made by the duly elected representatives of the people and implementation of programs would be the administrative responsibility of the governor. It was the legislature of 1919 that vitalized Article 3 and Article 4 of the Constitution, and did indeed make the governor the chief executive of the state, responsible for the administration of a policy program that had been enacted by the legislature.

From 1919 to 1949, thirty years, the concepts envisioned by the constitutional convention had deteriorated to such a point, that the legislature deemed it important to study the government and make recommendations to re-organize. This study in 1949 was primarily aimed at the expenditure side of government, but it was realized that control of expenditures meant necessarily good, efficient, constructive state government. The intent of 1949 Legislature was for the state of Idaho to be sufficiently organized (structured) to effectively administer the governmental functions. Here was the second attempt since the convention of 1889 to define legislative and executive responsibility, with the view in mind to conserve dollars.

Conclusions reached in 1949 parallel conclusions that might be reached in 1966, in the areas of finance and budgetary control. The committee in 1949 realized that revenues must be controlled by the legislature through proper budgetary control. Further, the committee found much waste and inefficiency in the maintenance of separate funds for certain inspectional activities and recommended that such functions be maintained through one general fund appropriation. In addition, the committee concluded that large-scale operations lends itself to more efficient and better trained staff, and most important, duplication of activities would be eliminated.

The 1949 committee recommended the following consolidations:

- a) Finance and Insurance Departments -- to be responsible for bank examinations, control and regulation of investments, supervise and regulate insurance companies, etc.
- b) Public Investments and State Land Board -- to be responsible to loan and invest permanent funds, fix rates of interest, care and custody of mortgages, bonds, etc. Both departments are dependent upon one another, and one cannot act without the other.
- c) Inspector of Mines and Department of Labor -- to be responsible for the safety of mines, determine regulations, disseminate information on labor, working conditions, etc.

In addition, other recommendations were made designed to promote administrative control and effectuate substantial savings. These were:

- a) Organization of state car pool
- b) Central postal station
- c) Executive budget with legislative approval
- d) Elimination of rotary funds and establishment of one master rotary fund.

Numerous other recommendations were made, designed to promote greater efficiency in state government. Efficiency was defined to mean savings of tax dollars spent, and greater legislative control exerted by that body responsible for such control -- the legislature.

ATTEMPTS TO RE-STRUCTURE GOVERNMENT IN OTHER STATES

Almost simultaneously with the growing awareness of the Idaho legislature with the need to statutorily define the duties and powers of the executive branch, many other states initiated similar studies and research projects. These studies are at various stages of development. A brief exposition of the progress and direction the plans are taking is given below for a selected few of the states:

Washington

In this state, the study was initiated through the offices of the Governor, Daniel J. Evans, by issuance of an executive order of April 14, 1965.

This order said in part: "Whereas, it is vital to the economic health and prosperity of the State of Washington that its administrative services be conducted on a sound, efficient and economical basis and that the people of this state be assured of wise expenditure of their tax dollars."

The governor established the council for reorganization of Washington state government and appointed members from Washington business and industry to that council. The entire cost, conservatively estimated at \$400,000.00, was borne by over 260 members of the business and industry community.

In the forward of the final report submitted to the governor, there are 670 specific recommendations, and the total savings, if all were fully implemented, is estimated to be \$70 million. The make-up of the executive branch in Washington - some nine elected officials, 28 department heads, and approximately 148 commissions, boards and committees - was found to be the pattern of most states.

The following statement in the report would seem to be very descriptive of a widespread organizational weakness; "Some key people in the executive branch are appointed directly by the governor or other elected official to serve at the sponsor's discretion. Others are appointed to positions as openings occur, then are responsible to a third party or group. Still others are appointed for specific staggered terms. Commissions not controlled by the executive branch, which is presumably responsible for their actions, also have the authority of appointment in some cases."

The Washington report has been divided into basically two sections - short range and long range objectives. The short range recommendations could be adopted within the existing organization's frame work and because of the very nature of those recommendations, they would be applicable also to the organization after gaining the long range objective.

Presently, Washington has a Department of General Services encompassing practically all of the house-keeping functions for all other agencies of the executive branch. Included in the report are recommendations for further strengthening of this department through the adoption of proven management techniques. The estimated savings in this established department would be \$1,600,000.00 annually. The report as rendered touches on every facet of the executive branch and its functions. Running through the recommendations is the not too veiled suggestion that this study is only a beginning and initiates what should be a continuing project - the constant scrutiny and search for methods to guarantee the most efficiency and thus least cost to the tax payers.

Utah

The 36th Legislature of the state of Utah created the commission on the organization of the executive branch of the government in March 1965. The commission was composed of twelve members representing the executive branch, legislature and private life. It was represented in both political parties.

In the letter transmitting the report, the following is stated, "This report is not an end product. It is but a first step. Some of the members of this commission, for instance, will file supplementary views. Our responsibility as citizens is to make certain that there is a second, third, and fourth step -- and a continuing effort toward perfecting our government and doing a better job."

As in reports submitted by various study groups, committees and commissions in other states, the Utah commission makes specific recommendations in isolated areas, but they have forwarded two recommendations which seem to go to the heart of the problem and cut across lines that create the symptoms with which too often are dealt with rather than the disease causing the symptoms.

The following lines from the Utah report comes very close to defining the problem faced by all state governments:

This report deals with fundamentals--fundamentals of government--fundamentals of management. This Commission recommends a return to fundamentals.

The proposed restructuring of the executive branch of Utah state government is footed on two basic propositions:

FIRST: AUTHORITY AND RESPONSIBILITY FOR EXECUTIVE PERFORMANCE MUST BE FIXED.

SECOND: THOSE WHO HAVE THE AUTHORITY AND RESPONSIBILITY MUST BE HELD ACCOUNTABLE.

The implementation of these concepts within the executive branch of government can provide opportunity for superior performance by the executive branch at lower cost than that which now exists. Furthermore, implementation of these two fundamental concepts can strengthen the "checks and balances" that are part of the traditional theory of state government in Utah.

Chapter 1 of this report deals expressly and other chapters deal implicitly with the reasons for management reform in state government and the opportunities for doing a better job. Some suggestions for dollar savings capable for achievement within the present administrative structure have been made. Though these projected savings could total millions of dollars each year, the real opportunity for major savings in management, is in the overhaul of an unmanageable administrative structure wherein authority and responsibility are not fixed and genuine accountability for performance is absent.

This commission, therefore, makes the following recommendations:

1. ASSIGN ULTIMATE AUTHORITY AND RESPONSIBILITY WITH THE EXECUTIVE BRANCH OF GOVERNMENT TO THE OFFICE OF THE GOVERNOR.

Though accountable to the people and subject to their periodic review at the polls, the office of governor has been enfeebled and devitalized. Its classic authority and responsibility have been diffused among a multitude of agencies. The present structure in Utah separates and fragments such authority among 156 boards, commissions, offices and agencies as shown in Exhibit 1. Many of these boards, commissions, offices and agencies are not answerable to the people either through the office of governor or directly.

This Commission believes that the proper function of the chief executive officer of this state is to govern. His challenge is to govern well.

The authority within the office of the governor must be commensurate with the responsibility of this office. In short, we suggest that we have but one governor -- not three -- not 156 -- not 525.

By, thus, fixing authority and responsibility, the burden of performance is clear -- and in the absence of performance adequate to the burden, the people can speak with knowledge as to where the responsibility lies.

2. CONSOLIDATE FUNCTIONS CURRENTLY BEING ADMINISTERED BY THE MULTITUDE OF EXECUTIVE AGENCIES INTO 11 MAJOR GROUPS.

This Commission suggests that major programs and services -- and we count 33 of them -- currently being administered by the 156 existing executive agencies be consolidated into 11 major groups. Seven of such groups would be line or program groups and four of such groups would be staff or control groups.

The report goes on to give a description of the functions to be administered by the suggested eleven major groups. This detail is not germane to the Idaho problem at the moment, but the propositions cited above on which the numeric divisions are made is germane.

Colorado.

Pursuant to Section 3-3-8, C.R.S. 1963, the state controller of Colorado has a continuing responsibility for reviewing executive branch organization and for proposing improvements in structure designed to produce a more economical and effective government.

In a report published in November, 1965, by the Division of Accounts and Control, Management Analysis Office, under title "Principles of Organization for Colorado State Government" (Management Analysis Study Report No. 5), there are listed certain general principles governing the organization of the state executive branch as follows:

1. Formal structure of the executive branch should be created by statutory law rather than by provisions of the State Constitution.
2. The Governor should be totally responsible for the operations of the executive branch.
3. The organizational structure should provide for political as well as administrative continuity in the office of the chief executive.
4. The number of units or officers reporting to the Governor, or to any executive at a lower level, should not be excessive.
5. Responsibility at all levels should be vested in single executives each with adequate authority and powers of delegation.
6. The organizational structure should create a chain of command, and clearly define responsibility relationships.
7. Structural units within the executive branch should be arranged on a functional basis.
8. Differentiation should be made between staff and line agencies.
9. The names of units within the formal structure should reflect their functions and status, and no inactive agencies or offices should retain statutory authorities.

As in other states, any recommendations are based on sound management principles. It should be noted that four of the basic tenets, listed above (2,4,5, and 6) are certainly an integral part of the report advanced in Utah.

INVENTORY OF EXISTING AGENCIES - EXECUTIVE BRANCH

Elected Officials

Governor

The governor of Idaho as chief executive officer of the state is elected by the people and answerable to the people. The supreme executive power of the state vested in the governor is to see that the laws of the state are faithfully executed. He may on extraordinary occasions call the legislature into special session by proclamation stating the purpose for which he has convened it. Any bill passed by a majority vote of the legislature whether it be in regular or special session is presented to the governor for his approval before it becomes a law. If the governor disapproves of the bill, a two-thirds majority of both houses is required to over-ride his veto. On appropriation bills the governor has the further power of an item veto; therefore, the items which he approves will be enacted into law and those which he vetos can be reconsidered separately by the legislature and passed by a two-thirds majority over the executive veto if the legislature so desires. He is also required to send a message to the legislature at every session describing the condition of the state and recommending action on specific matters.

The governor has the power to grant respites or reprieves in all cases of convictions for offenses against the state except treason or conviction on impeachment, but such reprieve is subject to approval of the board of pardons. He can request the attorney general to appear on behalf of the state in any legal proceeding against the state.

The chief executive is commander in chief of the National Guard, is a member of the Plant Pest Control and Research Commission, State Board of Canvassers, State Cooperative Board of Forestry, National Guard Trust Fund, State Land Board, Advisory Board of State Purchasing, State Board of Examiners, Bureau of Public Accounts and Bureau of the Budget, and an ex-officio member of the Bureau of Mines and Geology, Oil and Gas Conservation Commission, Department of Public Health and Interdepartmental Committee on Children and Youth.

To be elected governor a person must be thirty years of age, a citizen of the United States and must have resided within the state two years preceding his election. The governor is elected for a four-year term and receives an annual salary of \$15,000; this is to be changed to \$17,500 effective January 1, 1967.

Lieutenant Governor

The office of lieutenant governor is probably more significant in the duties he performs as presiding officer of the senate. In this capacity he is qualified to cast the deciding vote only when the senate is equally divided. As lieutenant governor while performing the duties of governor of Idaho he receives compensation at the same rate as that allowed the governor and expenses of actual and necessary travel within the state in the performance of these duties. He receives an annual salary of \$3,600 effective January 1, 1967, and is elected for a four-year term.

Attorney General

The position of attorney general is the highest legal officer of the state elected by the people. It is his duty to prosecute or defend all causes to which the state or any officer thereof, in his official capacity, is a party, and all causes to which any county is a party unless the interest of the county is adverse to the state or some officer thereof acting in his official capacity. He must give a written opinion

pon any question of law relating to their respective offices when requested by the legislature, by any of the offices of elected state officials or by the trustees or commissioners of state institutions. It is also his duty to exercise supervisory powers over and assist the county prosecuting attorneys in all matters pertaining to the duties of their offices. In general, through his responsibility for local law enforcement, he becomes involved directly with all crime in Idaho. His term is for four years and he receives \$10,000 annually which will be raised to \$12,500 effective January 1, 1967.

Secretary of State

The secretary of state in Idaho is charged with the custody of all acts and resolutions passed by the legislature, of the journals of the legislature, of the great seal and of all books, records, deeds, parchments, maps and papers kept or deposited in his office pursuant to law. It is his duty to keep a register of and attest the official acts of the governor, to affix the great seal, with his attestation, to commissions, pardons, and other public instruments to which the official signature of the governor is required. He records all conveyances made to the state and all articles of incorporation of domestic corporations filed in his office, and also records the official bonds of all the officers whose bonds are required to be filed with him. Copies of the session laws, journals and special and local laws of the state are distributed by the secretary of state to certain designated officials.

An important function of the secretary of state is his supervision of elections. He certifies initiative, referendum, and recall petitions and assigns them places on the ballot; certifies and maintains the records of affidavits of candidacy and campaign expenses; and certifies and publishes election results. In most of his election administration responsibilities, he works through and with county election officials. During his four year term he receives \$10,000 annually which on January 1, 1967 will be raised to \$12,500.

Auditor

A short summarization of the duties of the constitutional office of state auditor would be superintending the fiscal concerns of the state. It is his chief duty to keep and state all accounts in which the state is interested; he is to install bookkeeping and accounting system including inventory control and reporting system. Every two years before the regular legislative session he reports to the governor a statement of the funds of the state, its revenues and public expenditures during the preceding two fiscal years together with a detailed estimate of the expenditures to be defrayed from the treasury for the two ensuing fiscal years. When requested he gives information in writing to the legislature relating to the fiscal affairs of the state or the duties of his office. He can also suggest plans for the improvement and management of the public revenues. He keeps a register of warrants, showing the fund upon which they are drawn, the number, in whose favor, for what service, the appropriation applicable to the payment there, when the liability accrued, and a receipt from the person to whom the warrant is delivered. He directs and superintends the collection of all moneys due the state, including moneys due the state under and by virtue of the provisions of any transfer and inheritance tax laws of this state and institute suits in its name for all official delinquencies in relation to assessment, collection and payment of the revenue, and against persons who by any means have become possessed of public money or property and fail to pay over or deliver the same, and against all debtors of the state.

The auditor is charged with keeping separate accounts of school funds including interest and income and prescribe the form or receipt for all collections of the state. He is to prescribe report forms for every state collector and to report to the legislature of delinquent collectors. He is a member of the State Land Board, of the State Cooperative Board of Forestry and ex-officio member of the Board of Trustees, State Teachers

Retirement System and acts ex-officio as secretary of the State Board of Examiners. Elected for a four year term, the state auditor receives \$10,000 per year which will be increased to \$12,500 effective January 1, 1967.

Treasurer

The chief duty of the state treasurer is to receive and keep all moneys belonging to the state. When he is directed by the Board of Examiners he invests surplus funds of the treasury. If requested by the legislature or any committee of the legislature, he furnishes information as to the condition of the treasury or information on any subject relating to the duties of his office. He also reports to the governor and auditor at prescribed times the exact balance in the treasury with summaries of receipts and payments of the treasury. The treasury is elected for a four year period and receives \$10,000 per annum which will be increased to \$12,500 effective January 1, 1967.

Superintendent of Public Instruction

The chief duty of the superintendent of public instruction is to supervise and coordinate school organization, supervise programs and other matters that may arise within the various school districts throughout the state below the twelfth grade level. He files all papers, reports and public documents transmitted to him by the county superintendents and upon request of the governor or legislature furnishes this information to them. He is ex-officio a member of the State Board of Education and Board of Regents and an executive officer thereof, and therefore, carries out the directions of the Board. He is a member of the State Land Board. The superintendent of public instruction is elected for a period of four years and receives \$10,000 per year which will be increased to \$12,500 effective January 1, 1967.

Mine Inspector

The elected office of state inspector of mines was statutorily created in 1946. He is elected for a four year term at the general election. His duties include visiting each mining county in the state and examining all mines which he thinks need examination to determine the condition and safety of them. He also collects information and statistics relative to mines and mining and the mineral resources of the state and arranges and classifies mineral and geological specimens found in this state and forwards them to the school of mines. As compensation, the inspector of mines receives \$10,000 per year.

Constitutionally Created Offices

State Land Board

Article IV, Section 7 creates the state board of land commissioners and reads as follows: "The governor, superintendent of public instruction, secretary of state, attorney-general and state auditor shall constitute the state board of land commissioners, who shall have the direction, control and disposition of the public lands of the state....." The board appoints as its executive officer the land commissioner who then carries out the directions of the land board. They have the right to review upon appeal all decisions of the land commissioner in contested matters, to determine the policy, direct the work to be undertaken and appropriate from its funds the money necessary to carry out such work. They prescribe regulations for the government and administration of the land department, they direct the reseeding and reforestation programs on public lands of the state and they have the authority to exchange public lands of the state for lands of equal value.

ate Board of Examiners

Article IV, Section 18 reads, "The governor, secretary of state, and attorney-general shall constitute a board of examiners with power to examine all claims against the state, except salaries or compensation of officers fixed by law....." This is a board on which the governor is chairman and the auditor is ex-officio secretary. They meet monthly, prescribe forms for vouchers, fix travel expense rates, and generally supervise the moneys paid out by the state. It is their duty to determine which public records are no longer useful, which should be stored and which have historical value and should be given to the state historical society. The board approves rotary fund applications for the state agencies.

ate Tax Commission

The state tax commission consists of four members, two from each party, appointed by the governor and approved by the senate. The chief duties of the commission are to supervise and coordinate work of county boards of equalization, to secure, tabulate and keep records of valuations of all classes of property throughout the state, to supervise the ad valorem tax, to issue instructions and directions to county assessors and to equalize assessments throughout the state. An executive officer is employed by the commission who acts as secretary of the commission. The terms of office for the members are for six years and they are compensated on a per diem basis at the rate of \$25.00 per day for each day acting as tax commissioners up to one hundred days per year and actual travel expenses incurred.

ate Board of Education

"The general supervision of the state educational institutions and public school system of the state of Idaho, shall be vested in a state board of education....." (Article IX, Section 2, Idaho Constitution). The term "state board" means the state board of education and the board of regents of the University of Idaho. The membership of the board is made up of the state superintendent of public instruction, executive director of the state board of education and seven members appointed by the governor, each for a five year term. Appointments are made on the ability of the person to efficiently serve the interests of the people, and education, without reference to locality, occupation, party affiliation or religion. The board appoints an executive director who serves at the pleasure of the board at a salary fixed by them. He is an ex-officio member of the board of regents of the University of Idaho. The executive director specifically supervises the administration of all state institutions having instruction above the twelfth grade level and such other duties given to him by the board of education.

The board holds four regular meetings per year called at any time and place by the president. They perform all duties prescribed for it by the school laws of the state, have general supervision and direction of all departments of education supported in whole or in part by state funds, enforce the school laws, study the educational conditions and needs of the state, and recommend to the legislature needed changes in existing laws, or additional legislation. They supervise and control the certification of professional education personnel, prescribe the minimum courses to be taught in all elementary and secondary schools and establish standards for accreditation. Each member is paid \$15.00 per day spent upon the business of the board, board of regents, or as trustees of the several state institutions and the actual and necessary expenses incurred.

State Board of Correction

"The state legislature shall establish a nonpartisan board to be known as the state board of correction, and to consist of three members appointed by the governor. This board shall have the control, direction and management of the penitentiaries of the state, their employees and properties, and of adult probation and parole, with such compensation, powers and duties as may be prescribed by law." (Article X, Section 5, Idaho Constitution). The board is chosen on a non-partisan basis with no more than two being of the same political party, acts also as a board of pardons to review and study cases of all convicted persons whose terms of imprisonment are to be determined by it or whose applications for parole come before it. They are also charged with the duty of supervising all persons placed on probation or released on parole. A member is paid a salary of \$9,000 per year and is allowed actual and necessary travel expenses incurred when engaged on state business.

Water Resources Committee

The powers and duties of the Water Resources Committee are as follows:

1. To have and exercise all of the rights, powers, duties and privileges vested by article 15, section 7, of the Constitution of this state in the water resource agency, and the water resource board, herein created is hereby constituted the water resource agency.
2. To prepare a present and continuing inventory of the water resources of this state, ascertain means and methods of conserving and augmenting these and determine as accurately as possible the most effective means by which these water resources may be applied for the benefit of the people of this state.
3. To progressively formulate an integrated, coordinated program for conservation, development and use of all unappropriated water resources of this state, based upon its studies and after public hearings in affected areas at which all interested parties shall be given the opportunity to appear. In adopting such program the board shall be guided by these criteria:
 - a. Existing rights, established duties, and the relative priorities of water established in article 15, section 3, of the Constitution of Idaho, shall be protected and preserved;
 - b. Optimum development in the interest of and for the benefit of the state as a whole shall be achieved by integration and coordination of use of water and augmentation of existing supplies for all beneficial purposes;
 - c. Adequate and safe water supplies for human consumption and maximum supplies for other beneficial uses shall be preserved and protected;
 - d. Subject to the primary use of water for the beneficial uses now or hereafter prescribed by law, minimum stream flow for aquatic life and the minimization of pollution shall be fostered and encouraged and consideration shall be given to the development and protection of water recreation facilities;
 - e. Watershed conservation practices consistent with sound engineering and economic principles shall be encouraged;
4. To institute judicial proceedings to have water rights established by court decree on any stream, lake or underground water basin; in such proceedings court costs of the action, including the survey and determination of water used by the state

reclamation engineer, shall be borne by the board.

5. To appear on behalf of and represent the state in matters related to its duties in any proceeding, negotiation or hearing involving the federal government or other state; provided, however, that compact commissions now established by law shall continue to act but in so doing shall act on behalf of the board and shall report to it.

6. To accept, receive, initiate, investigate, consider and promote such water projects as it deems to be in the public interest.

7. To generate and wholesale hydroelectric power at the site of production if such power production is connected with another purpose for such project.

8. To file applications and obtain permits in the name of the board, to appropriate, store, or use the unappropriated waters of any body, stream, or other surface or underground source of water for specific water projects. Such filings and appropriations by the board, or any water rights owned or claimed by the board, shall be made in the same manner and subject to all of the state laws relating to appropriation of water, with the exception that the board will not be required to pay any fees required by laws of this state for its appropriations. The filings and appropriations by the board shall be subject to contest or legal action the same as any other filing and appropriation and such filings and appropriations shall not have priority over or effect existing prior water rights of any kind or nature; provided that the board shall have the right to file for water rights with appropriate officials of other states as trustee for project users and to do all things necessary in connection therewith.

9. To finance said projects with revenue bonds or such moneys as may be available.

10. To acquire, purchase, lease, or exchange land, rights, water rights, easements, franchises and other property deemed necessary or proper for the construction, operation and maintenance of water projects.

11. To exercise, in accordance with the provisions of title 7, chapter 7, Idaho Code, the right of eminent domain to acquire property necessary for the construction of projects, both land and water.

12. To conduct surveys, tests, investigations, research, examinations, studies, and estimates of costs relating to availability of unappropriated water, effective use of existing supply, conservation, storage, distribution and use of water.

13. To cooperate in all water studies, planning, research, or activities with any state or local agency in this state, or any other state or any federal agency and to enter into contracts with federal state and local governmental agencies to effect this purpose.

14. To prepare and compile all information and data obtained and to make the same available to interested individuals or agencies. When a comprehensive state water plan is adopted, copies thereof shall be filed in the office of the governor and state reclamation engineer, and published and distributed generally.

15. To present to the governor for presentation to the legislature not later than the 30 of November of each November prior to the convening of a regular legislative session the final report containing the complete plans, costs and feasibility estimates for any water project which the board recommends that the state construct in accordance

with the multiple use water resource policy and plan; and to construct any water project specifically authorized by the legislature.

16. To enter into contracts with political subdivisions, municipal entities, individuals and others for the sale and lease of water, use of water, water storage, electric power, or other service, to turn over projects to water users after pay-out and to lease facilities, sell, lease or dispose of surplus facilities subject to the provisions of applicable law.

17. To enter into contracts to effect the purposes of this act.

18. To sue and be sued.

19. To study and examine pollution of rivers, streams, lakes and ground water, and to advise, cooperate and counsel with the state board of health in a manner designed to avoid inhibition of economic development and at the same time insure the right of the people to comfortably enjoy our water resources and accomplish the establishment of water quality criteria.

20. To call upon any other state agency for cooperation, assistance or use of information available to such agency; provided, however, if such agency is required to make substantial expenditures in responding to such request, appropriate arrangements for compensation may be accomplished,

21. To issue revenue bonds for water projects, pledge any revenues available to the board to secure said bonds exclusive of any revenues derived from legislative appropriations, and pool revenues from one or more projects constructed or operated by the board.

22. To formulate and recommend, prior to each session of the legislature, proposed legislation that may be necessary to assist it in effecting a proper plan for conservation, development and utilization of water resources and to report to each session of the legislature on the public business entrusted to its care and the financial affairs of the board. In the period between legislative sessions, the board shall deposit with the legislative council statements describing all actions taken and projects undertaken by it.

23. To issue procedural and operative rules and regulations as may be necessary for the conduct of its business.

24. To appoint advisory boards when deemed desirable to aid in the execution of its powers.

25. To take such other action as may be necessary to carry out its duties and powers under this act and the Constitution of the state of Idaho.

(Title 42, Chapter 17, Idaho Code)

Administrative Departments

State Purchasing Agent

The powers and duties of the State Purchasing Agent are as follows:

1. To provide and superintend telephone and telegraph systems.
2. To purchase all fuel, light, water and building services.

3. To provide all furniture, office equipment and office supplies.
4. To provide all clothing, instruments, apparatus, subsistence and provisions or the charitable, education, penal and reformatory institutions.
5. To provide all cots, beds, bedding, general room and cell equipment, table, kitchen and laundry equipment, agriculture implements, harness, stable and garage supplies, household supplies, plumbing, light and engine supplies, wagons and other vehicles and work shop supplies for all charitable, educational, penal and reformatory institutions.
6. To provide all tools, machinery, supplies and materials to be used in maintenance and construction of highways.
7. To provide all motor vehicles and motor vehicle equipment.
8. To provide all other supplies and equipment for the state.
9. To enter into all contracts to provide repairs, supplies, materials and equipment.
10. To maintain a register of all printing contracted.

(Title 67, Chapter 16, Idaho Code)

Budget Bureau

The powers and duties of the Budget Bureau are as follows:

1. To approve all salary changes for state employees, except that the Budget Bureau's decision may be changed by the Board of Examiners.
2. To furnish blank forms in July for budget estimates to be returned by August 15 before each regular legislative session.
3. To submit a budget estimate to the governor by November 20.
4. To hire clerical help if approved by the Board of Examiners.
5. To submit to the governor, the legislature, and agencies on or before the 15th day of a regular session a statement of expenditures of all agencies for the period of July 1 to December 31 of the preceding year.

(Title 67, Chapter 35, Idaho Code)

Bureau of Public Accounts

The powers and duties of the Bureau of Public Accounts are as follows:

1. To regulate and control the audit of county records.
2. To prescribe the form of contracts for county audits.
3. To exercise the rights, powers and duties vested in the State Examiner and deputy.
4. To prescribe the form of vouchers on which claims are submitted.
5. To prescribe the forms for accounts and financial reports and statements for the several departments.
6. To prescribe and require the installation of a uniform system of bookkeeping for departments and public instructions.

7. To supervise and examine accounts and expenditures of departments and political subdivisions.
8. To inspect securities.
9. To examine the accounts of every private corporation receiving appropriations.
10. To demand and receive reports from the State Treasurer, State Auditor, State Bank Examiner and other officers or boards and from the several state depositors.
11. To make rules and regulations in all matters relating to depositing of state funds for the guidance of the State Treasurer, State Auditor, State Bank Examiner, et al.
12. To supervise and safeguard the deposits of state funds.
13. To supervise the administration of all laws relating to the assessment of property and the levy, collection, apportionment and distributing of taxes.
14. To publish bulletins of the works of the government.
15. To report to the Attorney General all facts on illegalities.
16. To make a complete audit of every fund in the Treasury every two years.

(Title 31, Chapter 17 and Title 67, Chapter 27, Idaho Code)

Department of Agriculture Administration

The powers and duties of the Department of Agriculture are as follows:

1. To exercise the rights, powers and duties vested by law in the state board of agriculture, its president, secretary and treasurer.
2. To exercise the rights, powers and duties vested by law in the director of farm markets.
3. To exercise the rights, powers and duties vested by law in the state board of horticultural inspection, its president and secretary.
4. To exercise the rights, powers and duties vested by law in the state horticultural inspector and his duties.
5. To exercise the rights, powers and duties vested by law in the state bee inspector and his duties.
6. To exercise the rights, powers and duties vested by law in the state livestock sanitary board, its president and secretary.
7. To exercise the rights, powers and duties vested by law in the state veterinary surgeon and his assistants.
8. To exercise the rights, powers and duties vested by law in the state recorder of brands.
9. To exercise the rights, powers and duties vested by law in the state sealer of weights and measures and his deputies and assistants.
10. To encourage and promote, in every practicable manner, the interest of agriculture, including horticulture and apiculture, the livestock industry, domestic arts, cheese-making, poultry raising, the production of wool, and all other allied industries.

11. To promote improved methods of conducting these several industries with view to increasing production and facilitating the distribution thereof at the least cost.

12. To collect and publish statistics relating to the production and marketing of crops, and of beef, pork, poultry, fish, mutton, wool, butter, cheese and other agricultural products so far as such statistical information may be of value to the agricultural and allied interests of the state.

13. To maintain a permanent exhibit at or convenient to the state capitol building, showing the agricultural, horticultural, mining, mechanical, industrial and other products and resources of the state.

14. To assist, encourage and promote the organization of farmers' institutes, horticultural and agricultural societies, the holding of fairs, livestock shows or other exhibits of the products of agriculture.

15. To establish and promulgate standards for open and closed receptacles for farm products and standards for the grade and other classification of farm products.

16. To prescribe and promulgate rules and regulations governing the marks, brands and labels which may be required upon receptacles for farm products.

17. To promote, in the interest of the public, economic and efficient production and distribution of all farm commodities.

18. To cooperate with producers and consumers in devising and maintaining economical and efficient systems of distribution, and to aid in whatever way may be consistent or necessary in accomplishing the reduction of waste and expense incidental to marketing.

19. To have authority to maintain a market news service, including information as to crops, freight rates, commission rates, and such other matters as may be of service to producers and consumers, acting as a clearing house for information between producer and consumer.

20. To gather and diffuse timely information concerning the supply, demand, prevailing prices, and commercial movement of farm products.

21. To cooperate with the state agricultural college and state experiment station and with the federal government.

22. To investigate the practices and methods of factors, commission merchants and others who receive, solicit, buy, sell, handle on commission or otherwise, or deal in grain, dairy products, eggs, livestock, vegetables, or other farm products, to the end that the distribution of such commodities through such factors, commission merchants and others shall be efficiently and economically accomplished without hardship, waste or fraud.

23. To help improve country life and to assist in bringing about equality of opportunity for the farmers of the state.

24. To ascertain, as far as possible, what conditions make for the success of a homeseeker and what conditions make for his failure, and to assist in remedying such of the conditions which make for failure as are capable of remedy.

25. To investigate and obtain evidence in any case where fraud has been practiced upon, or wrong done to a homeseeker, in the sale or transfer of real estate sought for the establishment of a farm home and if the facts justify to cause the wrongdoer to be prosecuted.

26. To investigate any advertisements pertaining to colonization of settlement, and to warn homeseekers against inaccurate or misleading statements contained in any literature sent out by promoters or others.

27. To receive applications for farm help, and applications from farm laborers without expense to either the employer or employee.

28. To receive from owners descriptions of farm property for sale and maintain a properly classified list of such property for the inspection of prospective buyers.

29. To destroy pests and to prevent the spreading of infectious and contagious diseases in plant life.

30. To enter and inspect any right of way of any irrigation canal, railway, public highway, field, orchard, nursery, fruit packing house, store room, sales room, depot or other place where fruits are grown or stored and to inspect fruits, trees, plants, vines, shrubs or other articles within the state, and if such places or articles are infested with pests or with their eggs or larvai or with any contagious diseases injurious to plant life to abate the same as a nuisance.

31. To prevent the spreading of contagious and infectious diseases among bees.

32. To prevent the spreading of contagious and infectious diseases among domestic animals and livestock.

33. To investigate cases of contagious and infectious diseases among domestic animals and livestock and to inspect and test suspected diseased animals at the expense of the owner thereof.

34. To protect the livestock interests of the state from losses from theft and disease.

35. To keep a record of all brands, earmarks and eartags.

36. To establish standards of weights and measure and enforce compliance therewith.

37. To be the custodian of the state fair grounds, buildings and other property belonging or attached thereto, and to maintain the same.

38. To police the state fair grounds, to maintain and preserve order thereon, and to protect exhibits from theft, injury or destruction.

39. To adopt and promulgate rules and regulations governing the holding of the state fairs, which rules and regulations shall prescribe the kinds and classes of exhibits, the conditions under which they shall be received, installed and cared for, the conditions under which racing shall be permitted in the fair grounds and the rules governing the same, the premiums to be offered and paid, the price of admission which shall be charged in all cases, and the methods by which judges of exhibits may be employed, and the manner in which certificates of awards shall be prepared and premiums paid.

40. To cooperate with others in holding annually at Boise, Idaho, a state fair for the purpose of exhibiting the agricultural, horticultural, stock breeding, mining, mechanical, industrial and other products and resources of the state, including exhibits of the arts and sciences and other exhibits pertinent to expositions of human art, industry or skill, and in connection with said state fair to provide such other educational and entertainment features as in its judgment shall be necessary and proper.

41. To cooperate with the board of directors of the Northwest Livestock Association in holding annually for the special advancement of the livestock industry of the state a livestock show at Lewiston.

42. To cooperate with others in holding a seed fair at such place within the state as the board may deem most conducive to the advancement of the seed industry.

43. To lease, purchase and hold such real property as is necessary for the holding of fairs and exhibitions.

44. To take and hold property, real and personal, acquired by gifts, subscriptions, donations and requests.

45. To cooperate with and accept assistance from counties, municipalities, private corporations, firms and persons interested in the advance of fairs, shows and exhibitions.

46. To sell and dispose of personal property owned by it in such manner as the board may provide, when in the judgment of the department such sale or disposal best promotes the purposes for which the department is established.

47. To contract in respect to any matter within the scope of its authority.
(Title 67, Chapter 26, Idaho Code)

Meat Inspection Division. The powers and duties of the Meat Inspection Division are as follows:

1. To establish official standards.

2. To adopt and enforce regulations dealing with:

a. plant construction and equipment,

b. sanitation and operation practices,

c. processing of meat,

d. packaging-wrapping, labeling and transportation of such products,

e. tanking, denaturing and disposal of condemned carcasses.

f. marking of such products after inspection, reinspection and preparation of meat and meat products,

g. all other matters pertaining to the slaughter, processing and inspection of animals for food.

(Title 37, Chapter 19, Idaho Code)

Fresh Fruit and Vegetable Inspection. The powers and duties of the Fresh Fruit and Vegetable Inspection Division are as follows:

1. To establish and promulgate standards for open and closed receptacles for farm products and standards for the grade and other classification of farm products by which their quality, quantity, or value may be determined.

2. To prescribe and promulgate rules and regulations governing the marks, brands and labels for farm products.

(Title 22, Chapter 7, Idaho Code)

Livestock Disease Control (Bureau of Animal Industry). The powers and duties of the Bureau of Animal Industry are as follows:

1. To control and eradicate diseased livestock.

2. To make such rules and regulations to control or suppress the introduction or dissemination of diseases among animals in the state.

(Title 25, Chapter 2, Idaho Code)

Dairy Industry Inspection. The powers and duties of the Dairy Industry Inspection Division are as follows:

1. To make inspections of all places where dairy products are sold, offered for sale or manufactured.

2. To license milk product handling plants.

(Title 37, Chapter 5, Idaho Code)

Egg Inspection. The powers and duties of the Egg Inspection Division are as follows:

1. To adopt, establish and prescribe standards for cleanliness and sanitation to be followed and compiled within the handling and storage of eggs.

2. To adopt reasonable regulations and standards to be followed by candlers in performing the function of candling and determining the grades of eggs.

3. To administer and enforce all other provisions of Title 37, Chapter 15, Idaho Code.

(Title 37, Chapter 15, Idaho Code)

Bee Inspection. The powers and duties of the Bee Inspection Commission are as follows:

1. To establish standards by which the industry shall be governed

2. To provide the means whereby diseases among apiaries shall be eradicated.

(Title 22, Chapter 25, Idaho Code)

Commercial Feed and Fertilizer. The powers and duties of the Commercial Feed and Fertilizer Division are as follows:

1. To sample, inspect, make analyses of, and test commercial feeds distributed in the state.
2. To promulgate and adopt such reasonable rules and regulations as necessary to establish definitions for commercial feeds.
(Title 25, Chapter 27, Idaho Code)

Economic Poison. The powers and duties of the Economic Poison Division are as follows:

1. To declare as a pest any form of plant or animal life or virus which is injurious to plants, man, domestic animals, articles or substances.
2. To determine whether economic poisons are highly toxic to man.
3. To determine standards of coloring or discoloring for economic poisons.
4. To make rules and regulations provided for the collection and examination of samples of economic poisons.
(Title 22, Chapter 34, Idaho Code)

Horticulture Inspection. The powers and duties of the Horticulture Inspection Division are as follows:

1. To license agents and dealers in nursery stock.
2. To inspect all imported or growing nursery stock in the state.
(Title 22, Chapter 23, Idaho Code)

Bonded Warehouse Inspection. The powers and duties of the Bonded Warehouse Inspection Division are as follows:

1. To inspect warehouses licensed under Title 69, Chapter 2, Idaho Code.
2. To prescribe the duties of warehousemen conducting warehouses.
3. To issue a license for the conduct of a warehouse.
(Title 69, Chapter 2, Idaho Code)

Plant Pest Control and Research Commission. The powers and duties of the Plant Pest Control and Research Commission are as follows:

1. To prevent public economic loss from insect and other agricultural pest infestations.
2. To prevent their invasion and introduction into Idaho.
(Title 22, Chapter 21, Idaho Code)

State Brand Inspection

The powers and duties of the State Brand Board are as follows:

1. To make rules and regulations for the enforcement of the duties of the state brand inspector, the laws of the state providing registration and use of stock growers' brands, and the laws of the state providing inspection and other requirements for the transportation of cattle, horses and mules, and all laws of the state enacted for the identification, inspection and transportation of cattle, horses, and mules, and all laws of the state designed to prevent theft of livestock.

(Title 25, Chapter 11, Idaho Code)

Sheep Commission

The powers and duties of the State Board of Sheep Commissioners are:

1. To make all rules and regulations concerning sheep and all other matters pertaining to sheep either in the state of Idaho or which may be brought into or shipped from the state of Idaho.

2. To exercise general supervision over the killing, destruction and extermination of such predatory animals as are in the habit of preying upon and destroying sheep.

3. To perform all duties and powers relating to the supervision of sheep, regulation of sheep, and eradication of all diseases among sheep.

(Title 25, Chapter 1, Idaho Code)

Public Livestock Market Board

The powers and duties of the Public Livestock Market Board are as follows:

1. To issue, suspend and revoke market charters.

2. To collect market charter fees.

3. To investigate the actions of any market charter holder.

(Title 25, Chapter 17, Idaho Code)

Honey Advertising Commission

The powers and duties of the Honey Advertising Commission are as follows:

1. To plan and conduct a campaign for honey and honey by-product advertising, publicity, merchandising, sales promotion and research.

(Title 22, Chapter 28, Idaho Code)

Soil Conservation Commission

The powers and duties of the Soil Conservation Commission are as follows:

1. To assist the supervisors of soil conservation districts.

2. To facilitate an exchange of advice and experience between soil conservation districts.

3. To coordinate the progress of soil conservation districts.

4. To secure the cooperation and assistance of the United States in the work of soil conservation districts.

5. To disseminate information about soil conservation districts.

(Title 22, Chapter 27, Idaho Code)

Hop Growers Commission

The powers and duties of the Hop Growers Commission are as follows:

1. To conduct sales and promotional campaigns for hops.

2. To conduct research to improve the marketing of or quality of hops.

3. To define and designate the character of labels, brands, stencils or other distinctive works under which hops may be marketed.

4. To cooperate with the commissioner of agriculture and pay all costs incurred in the inspection of and enforcement of any quarantine of hops.

5. To hold an election by referendum for an additional tax on hops.

6. To issue licenses for the propagation of hops.

(Title 22, Chapter 31, Idaho Code)

Wheat Commission

The powers and duties of the Wheat Commission are as follows:

1. To conduct a campaign of research, education and publicity.

2. To find new markets for wheat and wheat products.

3. To give, publicize and promulgate reliable information showing the value of wheat and wheat products for any purpose.

4. To make public and encourage the widespread national and international use of the special kinds of wheat and wheat products produced from all varieties of wheat grown in Idaho.

5. To investigate and participate in studies of the problems peculiar to the producers of wheat in Idaho.

(Title 22, Chapter 33, Idaho Code)

Prune Advertising Commission

The powers and duties of the Prune Advertising Commission are:

1. To make contracts for the development and distribution of prunes in new markets.
2. To define and describe grades of prunes.
3. To define and designate the character of labels, brands, stencils, and distinctive marks under which prunes may be marketed.
4. To devise and arrange for the application of a seal, label, brand or package that will protect the identity of Idaho prunes.

(Title 22, Chapter 30, Idaho Code)

Potato and Onion Commission

The powers and duties of the Potato and Onion Commission are:

1. To make such advertising contracts and other agreements as may be necessary.
2. To define and describe such grade or grades of potatoes and/or onions that may be advertised.
3. To define and designate the character of the brands, labels, stencils, or other distinctive marks under which potatoes and/or onions may be marketed.
4. To devise and arrange for the application of a seal, label, brand or package that will protect the identity of the original Idaho pack of potatoes and onions as near to the final consumer as possible.

5. To make, conduct or carry on studies and research in connection with the raising, production and marketing of potatoes and onions.

(Title 22, Chapter 12, Idaho Code)

Bean Commission

The powers and duties of the Bean Commission are as follows:

1. To make such advertising contracts and other agreements as may be necessary.
2. To define and describe such grade or grades of beans as may be advertised.
3. To use its offices to prevent any substitution of other beans for Idaho beans.
4. To make, conduct or carry on studies and research in connection with the raising and production of "dry edible beans for human consumption" and of "snap bean seed" and for conducting necessary measures for the control of insects known to be detrimental to the production of such beans, bean seeds and their by-products.

to disseminate information with respect to such study and research as a part of the commission's publicity and sales promotion activities, and to assist, aid and educate growers, dealers and handlers in the raising, production, marketing, and processing of beans and bean seed.

(Title 22, Chapter 29, Idaho Code)

Apple Commission

The powers and duties of the Apple Commission are as follows:

1. To find new markets for apples and apple products.
2. To give, publicize and promulgate reliable information showing the value of apples and apple products.
3. To make public and encourage the wide-spread national and international use of apples and apple products.
4. To investigate and participate in studies of the problems peculiar to the growers of apples in the state.
5. To take such action as necessary or advisable to promote the sale of apples and to protect the apple industry.
6. To enter into contracts and agreements for research and advertising within and without the state.

(H.B. No. 8, Second Extraordinary
Session, Thirty-eighth Legislature)

Pea and Lentil Commission

The powers and duties of the Pea and Lentil Commission are as follows:

1. To conduct a campaign of research, education and publicity.
2. To find new markets for pea and lentil products.
3. To promulgate reliable information showing the value of peas and lentils for any purpose.
4. To encourage national and international use of peas and lentils grown in Idaho.
5. To investigate and participate in studies of the problems peculiar to the producers of peas and lentils in Idaho.

(Title 22, Chapter 35, Idaho Code.)

Board of Education

The powers and duties of the Board of Education are as follows:

1. To supervise and control all of the state's educational institutions.
(Article IX, Section 2, Idaho Constitution)

Superintendent of Public Instruction

The powers and duties of the Superintendent of Public Instruction are as follows:

1. To supervise elementary and secondary public schools.
(Article IV, Section 1, Idaho Constitution, Title 67, Chapter 15, Idaho Code)

Vocational Rehabilitation

The powers and duties of the Board of Vocational Rehabilitation are as follows:

1. To cooperate with the Federal Government in carrying out Federal Acts.
2. To outline programs and courses for rehabilitation.
(Title 33, Chapter 23, Idaho Code)

Idaho State University

The powers and duties of the Board of Trustees of the Idaho State University are listed under the heading of the Board of Education.

(Title 33, Chapter 30, Idaho Code)

Teachers Retirement System

The powers and duties of the Teachers Retirement System are as follows:

1. To be under general supervision of the State Board of Education.
2. To be governed and controlled by the Board of Trustees, of which the following are members;
 - a. Superintendent of Public Institutions and State Auditor - ex-officio.
 - b. Member of State Board of Education.
 - c. Two Teachers - members under rules of Idaho Education Association.
3. To hire a director.
4. To engage such actuarial and other services as required.
5. To assess members for contribution to pay one half cost of administration.
6. To deposit funds with the Treasurer.
7. To supervise investment of funds by the Department of Public Investment.
(Title 33, Chapter 13, Idaho Code)

Vocational Education

The powers and duties of the Board of Vocational Education are as follows:

1. To carry out the provisions of the Smith-Hughes Act (Federal).
2. To formulate plans for the promotion of vocational education.
3. To fix compensation of administration.
4. To make studies and investigations.
5. To cooperate with local communities.
6. To prescribe qualifications for teachers, directors and supervisors.
7. To certify such teachers, directors and supervisors.
8. To hold two meetings a year.
9. To be headed by Superintendent of Public Instruction, as executive officer.
(Title 33, Chapter 22, Idaho Code)

University of Idaho

The powers and duties of the University of Idaho are listed under the Board of Education.

(Article IX, Section 10, Idaho Constitution)

University of Idaho Special Research

The powers and duties of the University of Idaho Special Research Commission are listed under the Board of Education.

(Title 33, Chapter 29, Idaho Code)

University of Idaho Pure Seed

The powers and duties of the University of Idaho Pure Seed Commission are listed under the Board of Education.

(Title 22, Chapter 41, Idaho Code)

University of Idaho Agriculture Research

The powers and duties of the University of Idaho Agriculture Research Commission are listed under the Board of Education.

(Title 33, Chapter 29, Idaho Code)

University of Idaho Agricultural Extension

The powers and duties of the University of Idaho Agricultural Extension Commission are listed under the Board of Education.

(Article IX, Section 10, Idaho Constitution)

Deaf and Blind School Board

The powers and duties of the Board of Trustees of the Deaf and Blind School are listed as follows:

1. To have the Board of Education act as trustees.

2. To supervise and control school.
3. To hire superintendent.
4. To abide by rules and regulations.

(Title 33, Chapter 34, Idaho Code)

Youth Training Center

The powers and duties of the Board of Trustees of the Youth Training Center are as follows:

1. To care, protect, train, and educate delinquent children.
2. To care, control, and discharge juvenile offenders.
3. To be supervised, governed and controlled generally by the State Board of Education.
4. To hire superintendent.

(Title 33, Chapter 35, Idaho Code)

Lewis and Clark Normal School

The powers and duties of the Lewis and Clark Normal School are listed under the Board of Education.

(Title 33, Chapter 31, Idaho Code)

Western Interstate Commission for Higher Education

The powers and duties of the Western Interstate Commission for Higher Education are as follows:

1. To adopt a seal, by laws, rules and regulations.
2. To maintain offices.
3. To submit an annual report of activities.
4. To provide for an independent annual audit.
5. To enter into such contractual agreement with any institutions in the region offering graduate or professional education with any of the compacting states or territories as may be required in the judgment of the commission to provide adequate services and facilities of graduate and professional education for the citizens of the state.
6. To undertake studies of needs for professional and graduate educational facilities and report on same.

(Title 33, Chapter 36, Idaho Code)

Library Board

The powers and duties of the Library Board are as follows:

1. To foster and promote library service in the state.

2. To manage Idaho State Library.
3. To cause books to be distributed throughout state.
4. To employ librarians.

(Title 33, Chapter 25, Idaho Code)

Fish and Game Department

The powers and duties of the Fish and Game Department are as follows:

1. To make rules and regulations to carry out intent and purposes of all laws pertaining to wild life.
2. To make specific rules as to time, limit and location where wild life may be taken.
3. To acquire lands or waters for fish hatcheries, game preserves or public hunting or fishing.
4. To enter into cooperative agreements to provide wild life research and to train men for wild life management.

(Title 36, Chapter 100, Idaho Code)

Outfitters and Guides Board

The powers and duties of Outfitters and Guides Board are as follows:

1. To be made up of outfitters and guides with five years experience recommended by Idaho Outfitters and Guides Association, 2 for each vacancy.
2. To examine and license.

(Title 36, Chapter 54, Idaho Code)

State Insurance Fund

The powers and duties of the State Insurance Fund are as follows:

1. To conduct business of State Insurance Fund.
2. To invest in real property for an office subject to approval of the Board of Examiners
3. To fix rates.
4. To write off uncollectibles
5. To reproduce records.
6. To destroy records.
7. To negotiate reinsurance.
8. To estimate premiums and losses by month to the Board of Examiners.
9. To prepare reports each month to the Board of Examiners.

(Title 72, Chapter 9, Idaho Code)

Tax Commission

The powers and duties of the Tax Commission are as follows:

1. To supervise and coordinate work of county Board of Equalization.
 2. To secure, tabulate, and keep records of valuations of all classes of property throughout the state.
 3. To supervise ad valorem tax.
 4. To issue instructions and directions to county assessors.
 5. To equalize assessments throughout the state.
- (Title 63, Chapter 5, Idaho Code)

State Tax Collector

The powers and duties of the State Tax Collector are as follows:

1. To collect various taxes: beer, cigarettes, tax and license, income, kilowatt hour, mine licenses, motor fuels, oleomargarine tax and license, and store license tax.
- (Title 63, Chapter 34, Idaho Code)

State Liquor Control

The powers and duties of the State Liquor Control Commission are as follows:

1. To regulate liquor traffic, operate liquor stores, and have general administrative authority.
- (Title 23, Chapter 2, Idaho Code)

Department of Insurance

The powers and duties of the Department of Insurance are as follows:

1. To be responsible for the regulation of insurance firms, agents and agencies in Idaho.
 2. To examine all carriers every three years.
- (Title 67, Chapter 24, Idaho Code)

Department of Finance

The powers and duties of the Department of Finance are as follows:

1. To supervise banking business and banks.
2. To authorize and charter banks.
3. To examine banks at convenience and without notice.
4. To prepare and distribute reporting forms to banks.
5. To take over banks.

6. To supervise Blue Sky Law.
7. To examine and control investment companies.
8. To supervise and control small money lenders.
9. To supervise and control credit unions.
10. To supervise and control collection agencies.
11. To keep an exact and true inventory of all chattel property.
(Title 67, Chapter 24, Idaho Code)

Industrial Accident Board

The powers and duties of the Industrial Accident Board are as follows:

1. To administer laws pertaining to workmen's compensation.
(Title 72, Chapter 5, Idaho Code)

Occupational License Bureau

The powers and duties of the Occupational License Bureau are as follows:

1. To be composed of thirteen boards representing their professions.
2. To be administrative office for all of the various boards.
3. To enforce rules of various licensing and examining boards.
(Title 67, Chapter 29, Idaho Code)

State Board of Accountancy

The powers and duties of the State Board of Accountancy are as follows:

1. To prescribe and establish rules and regulations of professional ethics and to prescribe definitions of;
 - a. discreditable acts,
 - b. independent,
 - c. encroach.
2. To hold written examinations of applicants at least annually.
3. To grant certificates of qualification to practice as certified public accountants.
4. To charge and collect from all applicants and licenses such fees as prescribed.
5. To conduct hearings or proceedings to revoke or suspend certificates or licenses.
6. To prescribe rules and regulations for fair and wholly impartial method of examining.

(Title 54, Chapter 2, Idaho Code)

Electrical Contractors Board

The powers and duties of the Electrical Contractors Board are as follows:

1. To hire Chief-Electical Inspector and electrical inspectors. (Chief is secretary-manager of board.)

2. To formulate rules and regulations for examination.

3. To establish standards for electrical products.

(Title 54, Chapter 10, Idaho Code)

Horse Racing Committee

The powers and duties of the Horse Racing Committee are as follows:

1. To prepare and promulgate a complete set of rules and regulations to govern race meets and the pari-mutuel system.

2. To license, regulate and supervise all the race meets held in the state.

(Title 54, Chapter 25, Idaho Code)

Athletic Commission

The powers and duties of the Athletic Commission are as follows:

1. To direct, arrange, control all boxing, wrestling and sparring.

2. To license all matches.

3. To appoint referee and two judges.

(Title 54, Chapter 4, Idaho Code)

Aeronautics Department

The powers and duties of the Aeronautics Department are as follows:

1. To supervise over aeronautics.

2. To encourage, foster and assist in the development of aeronautics.

3. To make available technical services, to any municipalities or person in connection with planning, acquisition; construction, improvement, maintenance or operation of airports or air navigation facilities.

4. To render financial assistance by grant or loan.

5. To plan, establish, construct, enlarge, improve, maintain equipment, operate, regulate, protect and police airports in the name of the state.

6. To issue orders, rules, regulations and standards for safety and protection.

7. To register and license pilots and aircraft..

(Title 21, Chapter 10, Idaho Code)

Bar Commission

The powers and duties of the Bar Commission are as follows:

1. To conduct and regulate the granting of licenses and the conduct of licensed attorneys.

(Title 3, Chapter 4, Idaho Code)

Inspector of Mines

The powers and duties of the Inspector of Mines are as follows:

1. To visit in person each mining county and examine all mines therein for the purpose of determining the condition, including all surface buildings, structures and mills as to safety and to promulgate regulations for safety and health of employees.
2. To collect statistics of information relative to mines and mining and mineral resources.

3. To collect specimens and forward to state school of mines.

(Title 47, Chapter 1, Idaho Code)

Pharmacy Board

The powers and duties of the Pharmacy Board are as follows:

1. To be made up of members that have been registered for five years.
2. To be recommended by Idaho State Pharmaceutical Association, three for each vacancy.
3. To set up standards for schools.
4. To establish educational standards.

(Title 54, Chapter 17, Idaho Code)

Nurses Registration and Education Board

The powers and duties of the Nurses Registration and Education Board are as follows:

1. To be made up of members who have been nurses within the last two years -- four out of five members must have had five years executive or teaching experience in an accredited school of nursing or in a public health nursing organization.

2. To employ executive secretary.

3. To prescribe curricula and standards for schools of nursing and courses for persons seeking licenses, the board accredits schools and standards that meet board standards.

(Title 54, Chapter 14, Idaho Code)

Plumbing Board

The powers and duties of the Plumbing Board are as follows:

1. To be made up of five members -- one of which being Director of Engineering and Sanitation of State Board of Health; others,
 - a. public at large.
 - b. active plumbing contractor.
 - c. journey plumber.
 - d. contractor with experience in gas piping installation.
2. To be able to give general administration and supervision of design, construction, installation, improvement, extension and alteration of plumbing and plumbing systems.
3. To employ a secretary who is informed in plumbing.
4. To hold public meetings and publish rules and regulations.
5. To furnish standards and procedures for examinations.
6. To appoint chief inspector and deputy inspectors.

(Title 39, Chapter 27, Idaho Code)

Board of Engineering Examiners

The powers and duties of the Board of Engineering Examiners are as follows:

1. To examine applications and grant certificates.
2. To report to governor annually.
3. To prepare roster annually.

(Title 54, Chapter 12, Idaho Code)

Public Works Contractors License Board

The powers and duties of the Public Work Contractors License Board are as follows:

1. To license contractors and promulgate rules and regulations therefor.

(Title 54, Chapter 19, Idaho Code)

Real Estate Brokers Board

The powers and duties of the Real Estate Brokers Board are as follows:

1. To establish rules and regulations governing sale of real estate.
2. To issue license to authorized agents.

3. To appoint members from;
 - a. Northern District.
 - b. Southeastern District.
 - c. Southwestern District.
4. To be made up of brokers with five years experience.
5. To publish a roster.
6. To establish rules and regulations relating to the trust funds.
(Title 54, Chapter 20, Idaho Code)

State Board of Medicine

The powers and duties of the State Board of Medicine are as follows:

1. To provide laws and regulations covering the granting and revoking of licenses to practice.
2. To be made up of members nominated by the Idaho State Medical Association consisting of seven members, two for each vacancy.
(Title 54, Chapter 18, Idaho Code)

Public Utilities Commission

The powers and duties of the Public Utilities Commission are as follows:

1. To supervise and regulate public utilities in Idaho.
(Title 61, Chapter 2, Idaho Code)

Department of Law Enforcement

The powers and duties of the Department of Law Enforcement are as follows:

1. To exercise the rights, powers and duties vested by law in the secretary of the state highway commission (so far as his duties relate to the registration of motor vehicles).
2. To exercise the rights, powers and duties vested by law in the state board of medical examiners, its president, secretary and treasurer.
3. To exercise the rights, powers and duties vested by law in the state board of dental examiners, its president and secretary.
4. To exercise the rights, powers and duties vested by law in the board of osteopathic examination and registration, its president, secretary and treasurer.
5. To exercise the rights, powers and duties vested by law in the Idaho state board of examiners in optometry, its president, vice-president, and secretary-treasurer.
6. To exercise the rights, powers and duties vested by law in the board of pharmacy- its president and secretary.

7. To exercise the rights, powers and duties vested by law in the state board of examination and registration of graduate nurses, its president and secretary-treasurer.

8. To exercise the rights, powers and duties vested by law in the board of examining surveyor's.

9. To exercise the rights, powers and duties vested by law in the state engineer as ex officio chairman of the board of examining surveyors.

10. To exercise the rights, powers and duties vested by law in the Idaho State board of veterinary medical examiners, its president, secretary and treasurer.

11. To exercise the rights, powers and duties vested by law in the state board of accountancy.

12. To exercise the rights, powers and duties vested by law in the state board of examiners of architects, its president and secretary.

13. To exercise the rights, powers and duties vested by law in the examining committee of the state board of health for the examination of embalmers.

14. To supervise the registration and licensing of automobiles, motor vehicles and motor vehicles and motor vehicle manufacturers, dealers and chauffeurs.

15. To enforce all of the penal and regulatory laws of the state, to preserve order, and exercise any and all powers, duties and authority of any sheriff or other peace officer anywhere in the state of Idaho, in the same manner and with like authority as the sheriffs of the counties.

(Title 67, Chapter 29, Idaho Code).

Liquor Law Enforcement

The powers and duties of the Liquor Law Enforcement are as follows:

1. To assume the responsibility and duty of assisting in the policing of the State of Idaho to enforce and require the enforcement of the penal provisions of the Idaho Liquor Act in addition to other duties imposed upon them by law.

(Title 23, Chapter 8, Idaho Code).

Administrator of Health

The powers and duties of the Administrator of Health are as follows:

1. To be the secretary and administrating officer of the board and ex-officio member thereof.

2. To designate, with the approval of the board, some member of his staff as acting administrator of health, to serve in his absence.

3. To prescribe such rules and regulations, with the approval of the board, as may be necessary for the government of his department, the conduct and duties of his employees, the orderly and efficient handling of his business, and the custody, use and preservation of records, papers, books and property belonging to the state of Idaho.

4. To administer oaths for all purposes required in the discharge of his duties.

5. To perform the following duties with the approval of the board:

a. Prescribe the qualifications of all personnel under him, except the directors of the divisions of public health and mental health, on a non-partisan merit basis in accordance with the objective standards approved by the board;

b. Fix the rate of payment and appointment, promote, denote and separate such employees and to perform such other personnel actions as needed.

6. To create units and sections that may be necessary to perform duties imposed and may abolish some except that the division of public health, the tuberculosis section, the bureau of vital statistics thereof, the division of mental health and mental institutions section and eugenics section thereof shall be maintained with the approval of the board.

(Title 39, Chapter 1, Idaho Code)

State Board of Health

The powers and duties of the State Board of Health are as follows:

1. To administrate the department of health.
2. To appoint the director.
3. To set up rules and regulations necessary to run the department of health.

(Title 39, Chapter 1, Idaho Code)

Division of Mental Health

The powers and duties of the Division of Mental Health are as follows:

1. To establish means for evaluation, screening, custody and treatment of the mentally ill.
2. To maintain a mental health service.
3. To include facilities for preventative work with schools, churches and other institutions.
4. To include a eugenics section for research of familial histories of mental retardation, mental illness and congenital insanity.

5. To administer:

- a. Nampa State School
- b. State Hospital North
- c. State Hospital South

(Title 39, Chapter 1, Idaho Code)

Division of Public Health

The powers and duties of the Division of Public Health are as follows:

1. To conduct health programs delegated to it by law.

(Title 39, Chapter 1, Idaho Code)

State Hospital South

The powers and duties of the State Hospital South are as follows:

1. To be under the direction of mental institution section - created within the board of health.

(Title 66, Chapter 2, Idaho Code)

Tuberculosis Hospital

The powers and duties of the Tuberculosis Hospital are as follows:

1. To maintain tuberculosis case register.
2. To supervise all hospitals, dispensaries, sanitarium, etc.
3. To advise officers of state penal, mental and charitable institutions.
4. To conduct educational and publicity work.
5. To administer funds.
6. To inspect and investigate all facilities.
7. To prepare annual rating forms.
8. To contract for care of patients.

(Title 66, Chapter 10, Idaho Code)

Nampa State School

The powers and duties of the Nampa State School are as follows:

1. To be under the management and control of the mental institutions section of the mental health division of the state board of health.

(Title 66, Chapter 6, Idaho Code)

State Hospital North

The powers and duties of the State Hospital North are as follows:

1. To be under the direction of mental institution section - created within the board of health.

(Title 66, Chapter 2, Idaho Code)

Air Pollution Control Commission

The powers and duties of the Air Pollution Control Commission are as follows:

1. To be made up of nine members as follows:
 - a. Administrator of health or source designated by him.
 - b. One member designated by commissioner of agriculture.
 - c. One member of faculty from University of Idaho designated by president.

d. One member designated by Idaho Municipal League.

e. One member representing labor unions designated by governor.

f. One member designated by Idaho Mining Assn.

g. One member designated by Forest Products Industry.

h. One member designated by Chemical Industry.

i. One member of public designated by governor.

2. To conduct research programs on air pollution.

3. To conduct educational programs on air pollution.

4. To cooperate with U.S. Government on air pollution programs.

5. To organize county organizations.

(Title 39, Chapter 29, Idaho Code)

Division of Vital Statistics

The powers and duties of the Division of Vital Statistics are as follows:

1. To employ state registrar whose duties will be:

a. To administrate division of vital statistics.

b. To be official custodian of files and records.

c. To supervise local vital statistics registration and local registration offices.

d. To enforce the vital statistics act.

(Title 39, Chapter 2, Idaho Code)

Department of Public Assistance

The powers and duties of the Department of Public Assistance are as follows:

1. To provide public assistance, general assistance and social services to the aged, dependent children and blind.

(Title 56, Chapter 1, Idaho Code)

Personnel Council for Department of Public Assistance

The powers and duties of the Personnel Council for Department of Public Assistance are as follows:

1. To administer rules and regulations governing the merit system of the department of public assistance.

(Title 56, Chapter 2, Idaho Code)

Veterans Affairs Commission

The powers and duties of the Veterans Affairs Commission are as follows:

1. To manage the soldiers' home in Boise.
2. To provide care and assistance to destitute, disabled honorable discharged servicemen and servicewomen plus those dependent on same.
(Title 65, Chapter 2, Idaho Code)

Veterans Home

The powers and duties of the Veterans Home are as follows:

1. To have entire control and management of the home under such rules and regulations as may be prescribed by the commission.
(Title 66, Chapter 9, Idaho Code)

Department of Commerce and Development

The powers and duties of the Department of Commerce and Development are as follows:

1. To advertise and promote resources of Idaho.
2. To survey and investigate social, economic and physical resources of state with view of development.
3. To collect and compile data for dissemination to induce people and capital to come to Idaho.
4. To keep records and preserve all data and prepare reports, programs and recommendations for the Governor and/or Legislature.
5. To administer and supervise fair trade and anti-trust laws.
6. To employ executive, technical accounting, and/or clerical help that is needed.
7. To perform all the functions of Idaho State Planning Board and administration of Permanent Building Fund.

(Title 67, Chapter 47, Idaho Code)

Adjutant General

The powers and duties of the Adjutant General are as follows:

1. To be chief of staff to the commander-in chief and administrative head of the military department.
2. To be custodian of all military records and property of the national guard and organized militia.
3. To publish and distribute all orders from the governor as commander-in-chief and perform such other duties as the governor may direct.
4. To employ such clerical and other help as may be required in the military department.

5. To pay the members of the national guard when such members are to be paid from state funds.

6. To attend to the care, maintenance, repair, and safe keeping of all federal equipment issued to the State of Idaho for the use of the national guard.

7. To be custodian of the seal of the office of adjutant general and to deliver the same to his successor.

8. To organize such units and recruit such personnel, with the consent of the governor, as may be authorized by federal law and regulations, and as may be required for the security of the State of Idaho.

9. To supervise the training of the national guard and the organized militia.

10. To make such returns and reports as may be required by the federal laws and regulations.

(Title 46, Chapter 1, Idaho Code)

Disaster Relief and Civil Defense Department

The powers and duties of the Disaster Relief and Civil Defense Department are as follows:

1. To insure that the state will be prepared by providing for common defense and to protect the public in the possibility of the occurrence of a natural disaster or enemy attack.

2. To prepare comprehensive plans and programs to provide for disaster relief and civil defense.

(Title 47, Chapter 10, Idaho Code)

Surplus Property Agency

The powers and duties of the Surplus Property Agency are as follows:

1. To acquire from the U.S. Government, federal surpluses that may be usable for education, public health and civil defense or for any other purpose that the federal government may decide.

(Title 67, Chapter 48, Idaho Code)

Department of Highways

The powers and duties of the Department of Highways are as follows:

1. To be responsible for the construction, maintenance and repair of public roads; the head of the department is the Idaho board of highway directors.

(Title 40, Chapter 1, Idaho Code)

State Board of Highways

The powers and duties of the State Board of Highways are as follows:

1. To select a director for the department.

2. To establish rules and regulations governing the highway department.

(Title 40, Chapter 4, Idaho Code)

Department of Labor

The powers and duties of the Department of Labor are as follows:

1. To distribute all information concerning labor.
2. To represent the State of Idaho in all of its dealings in matters connected with labor.

(Title 44, Chapter 1, Idaho Code)

State Cooperative Board of Forestry

The powers and duties of the State Cooperative Board of Forestry are as follows:

1. To have the authority to determine policies and to make and enforce rules and regulations for the administration of the forest laws of the state, in so far as they do not conflict with the constitutional duties of the state board of land commissioners.
2. To assist by recommendation the state board of land commissioners and any other officials responsible by law therefor in other matters of state forest policy.
3. To select and nominate, for appointment by the state board of land commissioners, a state forester experienced in forestry and in forest protection, who shall function under the supervision of the state board of land commissioners.

(Title 38, Chapter 1, Idaho Code)

State Forestry Administration

The powers and duties of the State Forestry Administration are as follows:

1. To divide state into districts and appoint a forest warden for each.
2. To grant permits for fires.
3. To grant permits for logging and cutting.

(Title 38, Chapter 1, Idaho Code)

Noxious Weed Eradication and Range Improvement

The powers and duties of the Noxious Weed Eradication and Range Improvement Commission are as follows:

1. To prescribe programs through land board for eradication.

(Title 22, Chapter 24, Idaho Code)

Historical Society

The powers and duties of the Historical Society are as follows:

1. To collect books, maps, charts, pictures, and other papers and materials illustrative of the history of Idaho in particular and generally of the northwest.
2. To procure from pioneers narratives of their exploits, perils, and adventures.
3. To procure facts and statements relative to history progress, and decay of the Indian tribes within the state.

4. To collect and preserve fossils, specimens, and mineral object curiosities connected with the history of the state and all such books, maps, writings, charts, and other material as will tend to facilitate historical, scientific, and antiquarian research.

5. To bind, catalog, and preserve all unbound material.

6. To biennially prepare a report of its collection for the public.

7. To keep its rooms open for the public during reasonable hours.

8. To hire a librarian.

9. To appoint a county historian in each county.

(Title 67, Chapter 41, Idaho Code)

Heyburn State Park

The powers and duties of Heyburn State Park Commission are as follows:

1. To have the supervision and control of Heyburn Park.

2. To have power and it shall be its duty to make and enforce rules and regulations necessary for the use and government of said park, and to determine the manner and provide the means for the enforcement of said rules and regulations.

(Title 67, Chapter 42, Idaho Code)

Parks Administration

The powers and duties of the Parks Administration are as follows:

1. To administer park systems in the state.

(Title 62, Chapter 42, Idaho Code)

Ground Water Administration

The powers and duties of the Ground Water Administration are as follows:

1. To conduct investigations, surveys and studies relative to the extent, nature and location of the ground water resources of this state.

2. To control the appropriation and use of the ground water and do all thing reasonable necessary to protect the people of the state from depletion of ground water resources.

(Title 42, Chapter 2, Idaho Code)

Blister Rust Control

The powers and duties of the Blister Rust Control are as follows:

1. To represent the state in cooperative efforts with forest owners and disseminate information.

(Title 38, Chapter 6, Idaho Code)

Bureau of Mines and Geology

The powers and duties of the Bureau of Mines and Geology are as follows:

1. To conduct field studies, maps and reports on the geology and mineral resources of the state as well as laboratory research on problems of the state's mining industry.

(Title 47, Chapter 2, Idaho Code)

Youth Conservation Project

The powers and duties of the Youth Conservation Project are as follows:

1. To introduce youth to satisfactions of constructive work and outdoor life.

2. To promote conservation of national resources.

(Title 56, Chapter 6, Idaho Code)

Lava Hot Springs Foundation

The powers and duties of the Lava Hot Springs Foundation are as follows:

1. To operate a hospital and sanitarium to stimulate the work being done in the field of infantile paralysis and spinal meningitis. Foundation may lease any property not being used by the state.

(Title 67, Chapter 44, Idaho Code)

Penitentiary

The powers and duties of the Penitentiary are as follows:

1. To maintain the care and custody of convicts.

2. To supply Ada County with a penitentiary, located in Boise City, wherein shall be confined for reformation and punishment and employed at hard labor, all offenders convicted and sentenced according to law to imprisonment in the state penitentiary.

(Title 20, Chapter 1, Idaho Code)

Protection and Parole Department

The powers and duties of the Protection and Parole Department are as follows:

1. To keep a record of and require reports from all persons on parole or probation.

2. To force observance of rules and regulations of the state board of correction.

3. To prepare and publish such reports and statistics relating to probation, parole and disposition of criminal cases.

4. To retake and return persons to the penitentiary, whether in or out of state whenever they have violated the conditions of their parole or probation.

(Title 20, Chapter 21, Idaho Code)

Prison Industries Fund

The powers and duties of the Prison Industries Fund are as follows:

1. To account for industrial activity of penitentiary.
(Executive Action)

ANALYSIS OF EXISTING STATE AGENCIES

The above tabulated listing of administrative agencies, and the related statutorily assigned duties, indicate the scope of the reorganizational problem. It can be noted that consistently the power to employ administrative assistants and to perform clerical and fiscally related duties within the unit has been specifically and directly assigned, thus negating the over-all executive power of the governor to organize along functional lines. Though a spirit of inter-agency cooperation may pervade the entire organization, certainly the legal basis to "run one's own shop" exists.

It can further be seen that because of the number of agencies and the apparent treatment on an independent basis of the functional duties, the formulation of over-all programs is discouraged and often completely impossible.

COMMITTEE FINDINGS AND RECOMMENDATIONS

The legislative intent contained in House Bill NO. 315 of the Thirty-eighth Session is identical to that contained in Senate Bill No. 203 of the Thirtieth Session passed in 1949, which said in part:

SECTION 1. It is the purpose of this act to provide for a thorough, complete and constructive study and review of the entire organization and structure of state government in Idaho, and of every department, institution, board and other agency of the state government and the functions thereof, for the purpose of developing and recommending a program of improvement and economy which will promote efficiency in the operation of state government; to review and analyze the various activities, functions, departments and boards of the state government and recommend the consolidation, reorganization or abolishment of those not deemed essential to the welfare of the people of the state.

SECTION 4. ...The reports and recommendations of the committee shall (1) show the results of the study and possible improvements disclosed; (2) recommend changes, if any, in keeping financial records and other records of the state of Idaho; (3) recommend the abolishment, consolidation or reorganization of offices, bureaus, boards, departments, functions or institutions which may be necessary to (a) reduce abuses, inefficiency or duplication of services, (b) reduce expenditures of state or public money, (c) simplify the operations of state government, (d) provide for the conduct of the state finances, affairs and policies in a more uniform, orderly, economical and business like manner.

The report rendered in 1949 under the title "Three Million Dollar Opportunity" by the legislative committee for Reorganization of Idaho State Government, Senator O.E. Cannon, chairman, made numerous specific recommendations that could lead to a better organizational framework and resultant reduction in expenditures.

The bulk of the organizational modifications suggested in 1949 were unheeded by the Legislature, and in 1965, the same gnawing doubts and basic agreement that "there must be a better way" were still present. During this sixteen year period, the Legislators of the state have seen the expenditures of Idaho increase from \$63,320,000 to \$164,621,000 with a greater increase in administrative costs. They have seen a

growing proportion of the appropriated dollar being used to record and account for the functional dollar. Thus as the governmental programs have been enhanced, less actual value has been realized.

Coincidentally with this situation, the Legislature has felt the need to define the areas of accountability for all who are lodged with performing under the tenets of the statutes. It is rudimentary that policy making bodies, once they have determined a course of action, must evaluate that course in the light of need for modification.

It is axiomatic that to evaluate any performance, the quality and quantity of the results must be examined in relation to all of the costs thereof. Within an organizational framework that does not provide for centralized responsibility of functions, it is impossible to evaluate the results or the costs of any program. Thus the dollar for a specific plan may be eroded by excessive administrative costs, the intended results are not forthcoming, and the policy makers are at a loss as to what remedial action is needed.

Economy of operation, which in reality is efficiency, can only be achieved in a well-structured organization--an organization that allows for the use of the most modern and proven techniques to perform any given activity. Modern society revolves around the use of specialists in every endeavor. The 'jack-of-all-trades, master of none' philosophy has been discarded in preference to a philosophy of isolating the like or similar functions and authorizing a well-trained technician to effect the desired endeavor under guide lines previously established. In this approach, accountability is fixed, desired results are fixed, and maximum cost levels are fixed for any and all goals of the entity, whether it is a giant industrial corporation, a small retail business or a state government. The goals (or the reasons for existence) are all different, but the vehicle (the administrative hierarchy) in each case is identical. The same functional activities will be found in all and the only difference will be in the number of times the performance will be repeated. In the areas of accounting, record keeping, and projecting, this is abundantly clear. In others, perhaps more obscure, but just as true.

State government is unique only in the area of goals and the method of choosing the policy-making body--the Legislature. It is of paramount importance that the Legislature jealously guards its authority in the policy-making area. When the administrative unit is allowed to shape the goals or determine the costs, the policy-making body must be prepared to accept the results. The responsible body--the Legislature--has only one course of action should the results, the costs or the goals be something other than that desired, and that course is to withdraw the authority from the administrative branch by detailing precisely what and how functions will be performed. Obviously for the Legislature to be able to evaluate the results and costs, there must exist a logical and systematic trail. Information and data must flow in both directions. Composite costs must be timely and precise to enable modifications in goals to be made. Once modifications have been determined by the policy-makers, then those intentions must be disseminated to all affected areas charged with the duty of performing.

In essence, there are three separate situations which the Legislature intended to be rectified by the future enactment of a reorganization plan of the Executive branch. First and foremost, the plan must clearly define and emphasize the constitutionally delegated powers and duties of the Legislative and Executive branches. Secondly, the plan must provide a systematic method of equating costs, results and goals in every sphere of activity, so that performance can be evaluated and accountability fixed. Finally, and a great concern, the plan must provide a method whereby economy of operation will result through the adoption of tested and proven ways of doing things.

Underlying the basic plan proposed herein is a philosophy that the three branches of government must remain inviolate and that each must exercise its constitutionally delegated responsibility to the fullest to insure against usurpation of authority in their sphere. To aid in this regard, the recommendations following are such that they will lead to a clear definition of functional duties and powers of the executive branch and further delineate the administrative duties and powers of each of the several areas of activities encompassed therein.

Under this plan, all administrative activities performed in the executive branch would be under the governor who is so held responsible by the constitution.¹ It is the intent of this plan to clearly define the powers and duties of each department in the executive branch and further to define the powers and duties of appointive or advisory boards that have been statutorily created.

As a vehicle for achieving the solutions to the problems as recognized by the Legislature in the 38th Session, this plan contemplates a lengthy period of complete implementation and is so designed that parts can be adopted independently. However, as each phase is implemented, the looked-for economies can be gauged. In the initial states, the implementation will bring vast economies. In the later stages, the changes would result in more subtle contributions, but certainly just as valuable. Additionally this plan contemplates the duties and powers of the auditor, treasurer, mine inspector and superintendent of public instruction as related to administrative functions be defined by statute.

The collecting, accounting for, safe-guarding and expending of the monies used in the achieving of the goals determined by the legislature is one of the most burdensome duties of the administrative branch and in and of itself, non-productive. This plan provides for the systematic streamlining of this function and thus enabling the audit of these same functions to be performed much more expeditiously. There are now over two hundred separate depository funds in addition to the General Fund. There are approximately forty sources or methods of levying taxes and fees for just the General Fund. These forty sources or different taxes are administered by 33 different agencies. When comparable figures are added for the so-called special funds, the complexity of just collecting the revenue is apparent, and the institution of accounting controls and auditing becomes a nightmare.

In the area of just issuing warrants to pay for the goods and services purchased, the quantity approaches 1,200,000 warrants per biennium, and with many of the warrants representing multiple transactions--each transaction being a bookkeeping entry--we have functions that concern themselves with quantities that are almost unimaginable. Added to this is the entire payroll process--generating another 150,000 warrants and creating concerns unique in the wages and salary area.

Since the policy adopted by the legislature is heavily influenced by the costs of the program to carry out that policy and to make any type of reasonable judgement, it is imperative that the policy-making body have accurate and timely reports on every phase of the program. It must project costs, evaluate during progress and audit the end result.

Also all programs must be rated as to relative need and cost in an overall picture. Quite often the most desirable program must be curtailed in deference to one that is more vital in the interests of availability of revenue. The Legislature must use the resources of the electorate most judiciously and consider all sources and all programs, even to the discomfort of so-called "special interest" groups.

To enable the legislature to perform in this regard, this plan provides that all revenue collected under provisions of law be placed at the disposal of that body to be used in any manner they collectively decree. To simplify the isolated functions of collecting and expending, this plan contemplates the depositing of all state controlled funds in one account--the General Fund. Any claim on certain monies that is recognized by the legislature for a specific purpose approved by that body can be appropriated for implementing that purpose. Under this approach, the electorate will be assured that every program is being evaluated as to general benefit and even whether it is a true governmental function.

Promotion of Agricultural Commodities

As directed by the Legislature in House Bill No. 315, there should be a study and recommendations made with a view towards "abolishing services, activities and functions not necessary to the efficient conduct of government" and "eliminating non-essential services, functions, and activities which are competitive with free enterprise".

Though this study is directed primarily at the evaluation of performance of the administrative branch of the state government, it is imperative that each and every delegated duty, and attendant authorization, be scrutinized in the light of the propriety of the enactments.

One phase of the study conducted by the sub-committee led to a minute examination of the functional activities of every existing agency from the standpoint--is it a legitimate concern of the state government? Before considering plans to make an area of administration more efficient, it must be elemental that the area be basically a governmental function. There being no true method of segregating proprietary functions from state functions, the only alternative is to test each one on the basis of the public welfare. In this regard, in the absence of a clear cut indication that a function is within the province of state government, it should be maintained in the private sector.

One sphere of activity of this type which conceivably could be eliminated as a governmental responsibility, or at least handled in some other manner is that of the promotion of agriculture commodities.

The following paragraphs illustrate how other states have dealt with this situation.

Arizona

The state of Arizona seems to have made no provision for state-recognized agricultural commodity commissions, except as these commissions may be organized as corporations, or as marketing associations.

California

California has created several commodity commissions by statute. All are basically organized along similar lines. We shall outline briefly how one is organized and then list the other commissions by name only.

California Beef Council? The California Beef Council is created by statute and consists of 19 members and 19 alternates. The members are appointed from a list of nominees submitted by the cattle producers in the state. A fee of ten cents per head on all beef cattle is assessed and collected at the same time that inspection of brands is made at the time of sale. The proceeds from the fees collected by the Council is deposited in approved banks and is used as the Council directs.

There is no legislative control of the money, and there is no legislative appropriation.

Other Councils. California has created at least three other commodity commissions, all organized similar to the Beef Council. The other three are: the California Poultry Promotion Council³, the California Fish and Seafood Advisory Board⁴, and the California Table Grape Commission.⁵

Colorado

The state of Colorado seems to have made no provision for state recognized agricultural commodity commissions, except as these commissions may be organized as corporations, or as marketing associations.

Florida

Florida has created by statute one of the best known commissions for the promotion of an agricultural commodity in the nation, the Florida Citrus Commission.⁶ This commission has been assigned a composite of duties in the fields of research, marketing, setting of standards and advertising, which are usually either segregated by activity or left to administrative implementation in other states.

The Florida Citrus Commission consists of 12 members appointed by the governor. The state has set a nominal maximum on the amount of assessment that may be levied on citrus fruits being offered for sale for the first time, but this nominal maximum may be increased by means of a grower referendum. The taxes imposed may be paid by direct payment to the Commission or by the purchase of stamps which are affixed to a container. The moneys collected by the Commission are deposited in the state treasury and perpetually appropriated to the Commission for its use as it sees fit. A small percentage of the total receipts collected by the Commission is transferred to the general fund of the state for the overhead charges incurred in retaining the money in the state treasury and in writing the warrants for disbursement.

The staff can find no statutory creation of any other commodity commission in Florida, except as these commissions may be organized as corporations, or as marketing associations.

Georgia

Georgia has a uniform method for creation of agricultural commodity commissions.⁷ Any commodity group may take advantage of this provision as it desires. The appointments to the commodity commissions are made from grower representatives. The commissions, when established, perform the dual function of marketing-promotion activities. Each individual commission may set and levy its own assessments. The money received by the commissions is deposited in banks, and is not subject to legislative appropriation.

Iowa

Iowa seems to have only one commodity commission that uses the canopy of state government to levy and collect a tax that is used for promotional activities. A description of the Dairy Industry Commission follows:

Dairy Industry Commission.⁸ The Dairy Industry Commission is composed of 12 members, two from Iowa State University, one from the state department of agriculture, and nine who are active in the field of dairy production. The nine producer members are appointed by the state secretary of agriculture after being nominated for appointments by the state dairy association. The state has set the excise tax that may

be imposed upon the sale of dairy products, which amounts to one cent per pound of butterfat. The moneys derived from this excise tax are paid to and collected by the Commission and are deposited into the state treasury. These moneys are not subject to legislative appropriation.

Other Associations. Iowa has recognized other commodity associations by state law, but has not provided them with the authority to levy or collect an excise tax for their promotional activities. These associations are: the Beef Cattle Producers Association, the Cooperative Improvement Association, the Horse and Mule Breeders Association, the Poultry Association, the State Dairy Association and State Sheep Association, and the Swine Producers Association.

Kansas

Kansas has at least one commodity commission established by state law. This is the Kansas Wheat Commission.⁹ It is composed of seven members appointed by the governor from grower representatives selected from districts within the state. The functions of the Commissions are primarily advertising and promotion of Kansas wheat and wheat products, both within and without the state. The Commission activities are supported by a two mill levy per bushel of wheat, which is collected at the time of first sale. The moneys derived from this levy are deposited in the state treasury and are perpetually appropriated for the uses of the Commission without any further legislative action.

Montana

The state of Montana seems to have made no provision for state recognized agricultural commodity commissions, except as these commissions may be organized as corporations, or as marketing associations.

Nevada

The state of Nevada seems to have made no provision for state recognized agricultural commodity commissions, except as these commissions may be organized as corporations, or as marketing associations.

New Mexico

The state of New Mexico seems to have made no provisions for state recognized agricultural commodity commissions, except as these commissions may be organized as corporations, or as marketing associations.

Oregon

Oregon has provided blanket authority for any commodity group to organize and to promote its own product. In addition to this blanket authority, Oregon has recognized several commodity groups by statute. These are the Oregon Dairy Products Commission, and the Oregon Filbert Commission, the Oregon Beef Council, the Oregon Wheat Commission, and the Oregon Potato Commission.¹⁰ All of the commissions are organized along a similar line. For example, the Oregon Wheat Commission consists of five members appointed by the governor. A levy of one-half cent per bushel is imposed to defray the cost of the promotional work of the commission. This money is deposited to the account of the commission in approved banks, and is not subject to legislative appropriation. The state department of administration is authorized to supply certain administrative services to the commission (provide telephone services, make equipment and office supply purchases, etc.) on a cost basis. Under the terms of the blanket authority for establishing any commodity commission, the levy to be collected

for promotional activities may not exceed 1 ½ per cent of the average unit price of the last three years, unless a greater price has been allowed under the terms of a referendum submitted to the grower-producer members of the commodity group, but in no event can the levy exceed ten per cent of the average unit price.

Utah

The state of Utah seems to have made no provision for state recognized agricultural commodity commissions, except as these commissions may be organized as corporations, or as marketing associations.

Washington

The state of Washington has established at least four commodity commissions for the promotion of agricultural products. These are the Washington Apple Advertising Commission, the Washington Dairy Products Commission, the Washington State Wheat Commission, and the Washington State Fruit Commission.¹¹ Most of these commissions are composed of members who are elected by the grower-producer group, except the Dairy Products Commission which is composed of seven members appointed by the governor from a list of nominees submitted by dairy products producers. The state has usually set the maximum amount of levy that may be collected for the use of the commissions. The moneys collected are paid to the secretary or treasurer of the commission and deposited in banks. There is no legislative appropriation. The state also makes a statutory declaration, as do some of the other states above, that it is not liable for any of the acts of commission.

Wyoming

The state of Wyoming seems to have made no provision for state recognized agricultural commodity commissions, except as these commissions may be organized as corporations, or as marketing associations.

About half of the states included in this survey of the treatment of agricultural commodity commissions seem to have made no explicit provision for them by state statute. One state, Georgia, has made a blanket provision so that any commodity group can organize and promote its own products if it so desires. The other six states included here have made some sort of legislative acknowledgment of the promotional activities of agricultural commodity groups.

Of the seven states that have made no provision to recognize specifically any commodity group, most, if not all, have made provision for them to organize, if they so choose, as a corporation, either as a regular corporation or as a non-profit corporation. Also, most of these states provide for marketing agreements and marketing districts. It must be kept in mind that the function of a marketing agreement and the function of a promotional activity are not similar. The agency that administers a marketing agreement and the agency or group that administers a promotional activity may be one and the same, if established so by law. There is no doubt, however, that promotional activities of any commodity group are proprietary in nature, rather than governmental in nature.

The six states included in this memorandum that have created one or more commodity commissions have all included one common feature. Either the moneys collected for the promotion of the particular commodity are perpetually appropriated for the use of the commission, or no legislative appropriation is required. In either case the results are the same; i.e., the grower-producers of the commodity have absolute control of the money used for promotion subject only to their own wishes and the broad policy outlines of the state statute that created the commission.

The six states with recognized commodity commissions have a variety of means for the selection of members of the commission. Some have outright appointment of members by the governor or secretary of agriculture, others have the appointment of members after a list of nominees has been presented by the growers of the commodity, and still others have provided for outright election from among the growers themselves. There seems to be no hard and fast rule among the states on the selection of the members to the policy making commission itself.

In reviewing the above, it is apparent that Idaho has taken the tack that the commodity promotion activities are essential to the welfare of the public. However, an evaluation of the attendant costs and the abrogation of full authority by the legislature but still having full responsibility, leads to a conclusion that many of those agencies are using only the collection facilities of the state.

To maintain a high level of efficiency in an organization, all segments must be closely integrated. In the area of agricultural promotion, it has been intimated that because of the nature of the activity, this close integration works to the detriment of those agencies. It is maintained that they must retain complete flexibility and because of the unique method of financing should not be considered in the same light as programs which are supported by general revenue measures.

In view of the above, the sub-committee recommends that a plan be devised whereby the legislature will maintain nominal control of agencies concerned with agricultural commodity promotion by formulating rules and regulations but for all intents and purposes, the agencies will be outside the panoply and structure of state government.

Also as a continuing project, it is recommended that every existing function and program be scrutinized as the degree of state obligation and those that are found to be outside the constitutional and legislative intent, be eliminated from the portfolio of state operations. Coincidentally with this, each new program advanced must be subjected to the same searching inquiry.

Overall Plan

Specifically, this plan contemplates the creation of the following administrative departments with the directors thereof appointed by the governor:

- Administrative Services
- Agriculture
- Education
- Fish and Game
- Commerce
- Law Enforcement
- Health
- Public Assistance
- Economic Planning and Development
- Defense

- Highways
- Labor
- Natural Resources
- Local Affairs
- Personnel
- Corrections
- Federal Programs
- Public Works

Following is a general synopsis of the functions to be performed by each department enumerated.

Department of Administrative Services

This department is a general service department performing activities for all units of state government in the area of recording and maintaining data as well as doing those office oriented things such as purchasing and providing communication media and other services required just because of the existence of the various agencies.

The department would be organized on a functional basis into divisions to permit the application of methods and systems that would lead to low unit costs for all affected areas.

Department of Agriculture

This department would consist of the several divisions assigned the functions which generally relate to the control, inspection and regulation of the agricultural industry, including field crops, orchards and animals. Also to be included herein would be the activities as they relate to weights and measures, warehouses, fertilizers and poisons.

The funds used to finance the operations of this sector originate from a multitude of statutes imposing charges for licenses, permits, and inspection services and are deposited in special funds. Additional money is appropriated from the general fund. Since the entire range of this governmental service has been construed to be in the public interest, the scope of the program should not be limited to the amount that can be generated by a specific tax or fee.

Department of Education

This department would be assigned the administrative duties as they relate to entire field of education, including elementary, secondary, and college levels. Also encompassed in this department would be vocational rehabilitation, vocational education, youth training center, state library, and driver education.

The Superintendent of Public Instruction, a constitutional officer, as administrator of education would direct this department and, as in all other administrative departments, would receive his authority through delegation from the legislature to the governor.

The statutory office of executive director of higher education would be the division administrator for the college or higher education level.

Department of Fish and Game

This department would administer the laws as they relate to fishing and hunting under policy guide-lines laid down by the legislature.

Department of Commerce

This department would be the administrative area of all activities primarily concerned with the financial and business fraternity -- banks, loan associations, credit unions, insurance companies, etc. Within this area would be the state activities in the field of liquor stores and the state insurance fund. There would be included in this department a division whose primary responsibility would be the collection of revenue from all sources.

It is the intent of this proposal to lodge all of the licensing functions within one department for the convenience and availability of the public and ease of administrative control by the governor. Also, a constant review should be made to determine the most equitable and efficient method of issuing licenses and collecting fees -- by state agencies, by political sub-divisions, or by members of the private sector -- the latter method applying particularly to fishing and hunting licenses.

Department of Law Enforcement

This department is functionally constituted to be the enforcement and investigative arm of the state, particularly as related to highway and liquor laws of the state. All other functions not generically associated would be assigned to other departments in the organization, i.e.: vehicle and operator licenses, ports of entry and the maintenance of the communication network..

Department of Health

This department would encompass all of the administrative functions of the statutes affecting the health of the citizens of Idaho. The actual functional control of the four hospitals would be lodged with the appointed administrators serving under the director, with the Department of Administrative Services furnishing the clerical and support services as for all other state departments. The other spheres of activities of the department would be organized along functional lines.

Department of Public Assistance

This department has the primary concern of administering the statutes affecting welfare recipients, as well as all other services for the needy of the state. As in the Department of Health, the activities would be organized along functional lines.

It is hoped that by utilizing the services of the Data Processing Division, statistics and data can be developed and maintained for the administration of the welfare -- oriented statutes and in conjunction with the departments of health and education, duplication of effort can be eliminated.

Department of Economic Planning and Development

This department is a quasi-staff department but has many line activities as they relate to on-going projects. It is the promotional arm of the state and as such, would be the coordinator of all programs so that the most mileage is gained from the money devoted to that expense.

Department of Defense

In this department would be lodged the functions as they concern defense, such as the National Guard, and also the federally inspired programs of Civil Defense and disaster relief.

Department of Highways

This department is charged with the administration, construction and maintenance of the highway program of the state and the funds appropriated therefore. Many of the functions now being performed by the staff of the department will be transferred to the service arm of the state organization -- the Department of Administrative Services -- thus allowing the full utilization of the technical personnel and supervisory staff as specialists.

Department of Labor

This department is provided for in the constitution, and by such provision is made an administrative arm of the governor. 12. The department is the focal point of the resource - labor - of the state and consequently should administrate all laws as they relate thereto--statistics, safety, hours, etc.

Department of Natural Resources

This department represents the consolidation of the functions as they relate to the preservation and protection of the natural resources of the state; i.e.; water, lumber, minerals, land, etc. Combining these activities will provide a vehicle whereby cooperate effort can be maximized and a comprehensive state plan can be effected.

Department of Local Affairs

This department is suggested as the coordinator for all those activities which will involve urban redevelopment and urban renewal. It is the administrative area which would perform all functions delegated by the legislature and would control all funds appropriated in this area, paying particular attention to the relative rolls of the federal, state and local governments.

Additionally, this department would be the administrative arm of state government charged with the responsibility of carrying out the statutes as they relate to cemetery districts, library districts, etc.

Department of Personnel

This department would be responsible for all activities in the area of employment of state personnel including the administration of the merit system, payroll division and retirement plan. It would be the area that would serve as the sequestrator of employees for all state agencies, giving initial screening and testing before recommending to the individual departments for specific interviewing and hiring. This area would compile statistics and records on the labor force of state government for use by those recommending standards of salary and classification. Additionally, this would be the center of all activities in the area of employee benefits.

Department of Correction

This department would be lodged with the administrative functions as they concern the state penitentiary - also this area would enforce all laws, rules, and regulations concerning probation and parole. It is recommended that with reorganization, the prison industries section be made a stronger force in both prisoner rehabilitation and in achieving state government economy through the use of prison labor.

Department of Federal Programs

This department of the administrative branch would serve as the centralized pool of all facts and figures on federal acts as they affect the state of Idaho. This recommendation would create a department that would coordinate the activities of all of the various departments in federal grants, programs and research projects. The department would not be a policy-making body in that it could not decide whether to participate but would exhibit all the implications for the consideration of the legislature, who is the body to make such decisions. The primary function of this area is to make all aware of the benefits and obligations of participation, both short term and long range.

Department of Public Works

This department would be the coordinating force to implement the actions of the legislature as they affect the building programs, the application of the permanent building fund, and the up-dating of existing structures. It would be the duty of this area to enforce existing statutes relating to the method of granting contracts for construction or design, and supervision of that construction.

It would be the intent of this plan that all construction, remodeling, partitioning and things of this nature, whether in state owned or leased premises, would be under the province of this department, subject to approval of the legislature, and all funds, therefore, would be appropriated to this department, thus eliminating the need for any other unit of the organization to become involved.

Recommendations - Short Range

Department of Administrative Services

The following specific recommendations are herein submitted for action by the 39th Session of the Legislature, convening in January 1967, along with the substantiating costs relative to each.

It is recommended that there be created a Department of Administrative Services with a director appointed by the governor. Additionally, it is recommended that the appointed director of the Department of Administrative Services, subject to the approval of the governor, appoint administrators for the following divisions:

- 1.1 Data Processing Division
- 1.2 Accounting Division
- 1.3 Purchasing Division
- 1.4 Budgeting Services Division
- 1.5 Building Services Division
- 1.6 Management Services Division
- 1.7 Communications Division

It is further recommended that the powers and duties be specifically defined for each of the divisions, and that all provisions of laws in conflict with these specific functions be repealed.

This department is lodged with the basic responsibility of doing those things which are, generally speaking, common to all other units of the state government organization but the functions are not technically productive. The adjectival term - housekeeping duties - has been applied.

By concentrating responsibility for coordination, it will be possible to isolate unique activities and bring to bear the best methods for preformance. Certainly, the techniques developed at tremendous cost in dollars and original thinking of any area of our society and proven through usage, should be adopted if possible.

The success story of America is under scored by the ability of some

individual or segment of society to perform better in one specific area. Our economy is ribbed by the pressure to reduce unit costs. Centralization of activities is an inherent part of this philosophy, as long as it is never detrimental to the operation or the diminution of the established goals.

Data Processing Division. This division would be charged with the overall responsibility of furnishing data processing services to all branches of the state government. The primary function of this unit is to coordinate the collective efforts of all involved in this regard and to maximize the efficient use of the process. It cannot be too strongly emphasized that the concept of orderly and high-speed accumulation, arrangement, and exhibiting of data is only a tool and does not, of itself, determine a program, make a decision, or furnish a service to the public.

By placing all such operations within one integrated plan, the use of data for many purposes becomes an obvious 'next step'. The elimination of duplicate files, the storage of those files, the access in a systematic manner are all by-products that lead to actual dollar saving.

Additionally, the ability to present a vast collection of bits of information in a usable form will reduce the overall burden on those held responsible to make determinations based on that data.

In surveying this specific activity, the larger agencies were asked specific questions, as follows:

1. Do you have well-versed and competent personnel for data processing?

A. Department of Fish and Game:

Answer: "Yes"

B. Department of Agriculture:

Answer: "No - Make very little use of data processing equipment."

C. Department of Public Assistance:

Answer: "We work very closely with the Auditor's office. No action has been taken because of space limitations."

D. Department of Highways:

Answer: "Yes - Having Remington Rand Equipment, we have had to develop our own programs for the most part."

E. Department of Health:

Answer: "Yes, but we have had wide spread assistance from the Auditor's office."

2. Are you presently planning more use of equipment? Jointly with other agencies or independently?

A. Department of Fish and Game:

Answer: "No plans to expand since present operation is adequate for foreseeable future."

B. Department of Agriculture:

Answer: "No, Maybe we could or should do more."

C. Department of Public Assistance:

Answer: "Only anticipating but not planning presently. Probably

additional activity will be on a "fee for service basis" with Auditor's office. The blind spot is that we don't know just what Federal requirements will be. Responsible for reports but do not have to have equipment on premises."

D. Department of Highways:

Answer: "Constant study going on. Searching for better utilization."

E. Department of Health:

Answer: "In the future will use Electronic Data Processing equipment more but no plans to get a computer."

Also, all agencies were solicited for the amount of man-hours and costs of staff members now being expended in this area. In this survey (attached as Appendix A) it will be noted that at the present time there are 13 people expending some 1,828 hours per month. (1,828 hours is the equivalent of over eleven full-time people) and with the expense of \$4,365.00 or \$2.39 per hour. The results of this survey do not include Department of Highways, Universities, Auditors Office, Treasurers office, Tax Collector, and Department of Fish and Game or Department of Public Assistance, all of whom within certain knowledge presently make use of E.D.P. to a more or lesser degree.

It can also be pointed out that many of those not now making any use of E.D.P. in their primary function or in their internal accounting activities are prime targets for such service and would lead to further economies in the other administrative areas.

Accounting Division. With the formation of this division in conjunction with the establishment of the Data Processing Division, the task of bookkeeping, or classifying all expenditures and receipts at the state level will be greatly lightened in all of the various program departments.

The basic function of this division would be to assign all expenditures and revenues to the proper accounts and to furnish a record thereof to the Governor and the Legislature on a regular basis. The division would direct the preparation of all warrants, after pre-audit, for issuance by the treasurer.

It is the intent with this reorganization that the following basic 'business-oriented' practices be immediately initiated:

(1) All amounts owing be accumulated on a monthly basis and only one warrant be issued to each payee. This would entail less expense for the State and most obviously for those selling goods and services to the State. (The allocation to the chargeable department is an easily-handled bookkeeping entry.)

(2) All warrants issued as reimbursements for travel, lodging and meals will contain all identification data for classification and allocation to bookkeeping accounts. Most importantly every warrant issued, whether for wages and salary of state employees, for payment of services to independent contractors or for reimbursement for expenses will show the individual Social Security number. (This is a basic requirement that employers exhibit the amounts paid as reimbursements for all employees.)

(3) That an 'approval for payment' form be developed which would serve as authorization for the forwarding state department that the amount owing is in proper order. This form, attached to the invoice, would suffice for issuance of warrant. Additionally in this regard, the onerous task of acquiring affidavits from creditors as to accuracy and legitimacy of the bill is a

expensive operation and certainly the erstwhile practice has no place in the present business world.

(4) The accounting division will have prepared a monthly tabulation of expenditures on an object classification basis by funding source for each department and subject division or bureau, said tabulation reflecting current month expenditures and biennial totals to date. (This report would obviate the need for any bookkeeping activities to be performed at any departmental level other than in the Administrative Services Department. As can be noted in exhibit, Appendix A, those 38 departments reporting in the statistical survey, some 86 employees are engaged in internal accounting, costing some \$16,500 per month for wages and salaries. When this is coupled with those agencies not reporting, the amount of man hours and corresponding expense become an over head which can be systematically reduced and held in control.)

As a further refinement and aid in compiling expenses on a departmental and classification basis and also to analyze areas of cost operations, it is recommended that all invoices for services rendered or as reimbursement of expenditures applicable to an individual and warrants issued in payment of relief and pensions, contain his (or her) Social Security number. Having the information, it would be possible to study in depth sections of costs and arrive at methods of better utilizing the available funds.

Purchasing Division. This division would represent an implementation and enhancement of existing statutes empowering the administrator of the purchasing division to procure all goods for all units of state government. Included in this delegation of duties and powers by the Legislature would be the setting up and maintenance of an inventory of all state-owned equipment and furniture. With the creation of this division there could be a consolidation of all vehicles into a "state car pool" and thus would be responsible for all maintenance and repair of units in the fleet.

The amount now being spent as reimbursement for just in-state mileage is averaging \$57,646 per month, a total of \$671,752 for period of 7/1/65 thru 6/30/66.

The Board of Examiners has authorized the payment of ten cents for the first 500 miles and nine cents thereafter. Using a very conservative approach, the total amount would represent 6,917,520 miles having been driven on governmental business. A study of the transaction registers, as furnished by the Auditor's office, indicates that much of this expense can be reduced by furnishing state-owned vehicles to employees who are obligated because of their functional duties to travel.

As can be seen from the answers to questions posed by members of the sub-committee there is no pattern to the method whereby the presently owned vehicles are maintained and replaced.

1. Does your department have any state-owned passenger vehicles? How many? What kind?

A. Department of Fish and Game:

Answer: "We have approximately 230 units, of which 150 are personal carrying type."

B. Department of Agriculture:

Answer: "We have two large trucks, two pick-ups, one panel delivery, and 10 passenger cars."

C. Department of Public Assistance:

Answer: "We have 8 passenger cars (4 with district supervisors, 2 with district child welfare consultants, and 2 assigned to vocational rehabilitation for blind) and one truck."

D. Department of Highways:

Answer: "We have 2000 -2,500 units."

E. Department of Health:

Answer: "We have 7 autos in a car pool operated by department dispatcher. Dispatcher arranges for maintenance and repair."

2. How many miles per month are your passenger vehicles driven on the average?

A. Department of Fish and Game:

Answer: "Conservation officers and field biologists average about 2,000 miles each."

B. Department of Agriculture:

Answer: "The people in weights and measure average about 10,000 miles per year."

3. How does the cost of driving state owned vehicles compare with that of privately owned vehicles? What is the cost per mile for operating a state owned vehicle?

A. Department of Fish and Game:

Answer: "Our records indicate we can operate at approximately 5 cents per mile plus one and a half to two cents per mile for replacement making total six and a half to seven cents per mile."

B. Department of Agriculture:

Answer: "No statistics in state owned vehicles. We pay only nine cents per mile for first 500 miles per trip and seven and a half thereafter. Some of the staff is on a monthly basis for mileage rather than trip."

C. -

D. -

E. Department of Health:

Answer: "No records but feeling is that it is much cheaper in state cars. Personnel use own cars on short trips and state cars on longer trips."

4. What type of policy do you have for replacement of state owned vehicles?

A. Department of Fish and Game:

Answer: "Three years or 65,000 miles. At this point maintenance costs start up."

B. Department of Agriculture:

Answer: "Approximately 80,000 miles."

C. Department of Public Assistance:

Answer: "Approximately 60,000 miles. Watch maintenance costs closely."

D. Department of Highways:

Answer: "We have some that have gone 200,000 miles - some seven years old. Some special type equipment that is fifteen to twenty years old."

E. Department of Health:

Answer: "We have 200,000 miles on one car. We drive them until they are no longer safe."

5. What policy do you follow in assigning a state owned vehicle to an individual?

A. Department of Fish and Game:

Answer: (Apparently there is a policy but unspecified.)

B. Department of Agriculture:

Answer: "Men in 'Weights and Measures' all have state cars."

C. - (See question 1, section 1.c)

D. -

E. -

6. When you replace a state owned vehicle, what is the procedure that you follow?

A. Department of Fish and Game:

Answer: "Specifications are written (broadly to include most manufacturers), submitted to Purchasing Agent. When new unit is delivered, old one is placed on lot in Garden City, and sold on sealed bids through Purchasing Agent."

B. -

C. -

D. Department of Highways:

Answer: "All equipment sold at auctions. All equipment replaced on a district basis, then older equipment passed on. Saleable equipment sold at auction."

E. Department of Health:

Answer: "Traded in on new equipment."

Approaching the problem from a pure theoretical stand point, as of June 30, 1966, the total amount expended for reimbursement was \$691,752. Again assuming a conservative approach, this could represent a total of 6,917,520 miles. Following this approach, and recognizing the inability to provide vehicles to completely off set all private car mileage, but attempting to arrive at a comparable figure, the following computations were made:

6,917,520 - Miles driven.
 461,168 - Gallons of gasoline @ 15 miles/gallon.
 \$161,408.80 - Cost of gasoline @ .35 cents/gallon.
 31,122.00 - Oil change, lube, filter, etc - \$9.00/2,000 miles
 8,625.00 - Tires - \$25 @ 25% replacement
25,875.00 - Misc. repairs - \$75 per car/20,000 miles

\$227,030.80 - Total operating cost for 20,000 miles or approximately 3½ cents for operating costs per mile.

If replacement cost is considered, and it is assumed to be \$600 net per car, the total cost per mile can be estimated to be 6½ cents. (This would anticipate replacement at 20,000 miles or two years.)

With the records of the vehicles at hand, the purchasing division would be obligated by the Legislature to secure insurance to protect all state property under a program outlined by that body. In conjunction with this, liability and property damage insurance would be secured under the plan laid down and on a basis of bid as provided by law.

With the consolidation of all purchasing for state agencies, there will be a centralized operation for the contracting of all printing. It is the intent that the volume of printing and reproducing be so handled that the state as a purchaser can utilize the competitive aspect of free enterprise and the proven ability of those in the profession as opposed to doing it "in house" on an inefficient basis occasioned by high unit costs and use of personnel whose profession is something other than printing. The Administrator of this division must obviously provide some equipment for various locations to handle 'rush' jobs and minimum quantities that do not lend themselves to contracting outside the state organization. However, the location and usage of such equipment must be on a basis of high utilization and cooperative planning among the several units of the entire organization always with the view that such usage is the last resort because of time element and cost.

Again referring to the statistical survey, Appendix B, it will be seen that the amount appropriated directly to the Purchasing Agent (For 1965 - 67 biennium, the amount appropriated is \$123,897.) represents only a small portion of the total expenditures for this function if only those agencies replying are considered. When the agencies not included in survey which by the very nature of their program have enormous purchasing activities, are considered, the amount assumes the aspect of being one of the biggest state expenses. The application of specialists in this area and reducing unit costs will result in obvious economies and release trained man-power to follow the pursuits for which they were originally employed.

Budgeting Division. This division will be responsible for a function which is, and will become increasingly, one of the most vital activities in the management of state's business. The delicate balance that must be maintained between income and expenditures can only be achieved through constant analysis.

At the time the Legislature convenes to consider the programs, and financing thereof, for the ensuing two years, an accurate and crystal-clear picture must be presented. Suffice to say, projections that are based on isolated and jealously inspired situations can jeopardize the entire program of the Legislature should such projections prove inconsistent with results. Also, since the goal of the Legislature is to have expenses and income end in a dead heat in a given period, it is imperative that all factors be given their just weight.

With the formation of the accounting division, and utilizing the services of

the data processing division, and the available equipment, data on dollars spent and received can be timely and compiled in every manner that will assist in reflecting the current situation.

It is apparent that the "budget" must be more than a lifeless document that is adopted by the Legislature when submitted by the Governor every two years. It is the guide line within which the programs of the Legislature will be achieved. It must be detailed to the extent that will insure the accomplishment of the Legislative intent. The policy-making body will delegate to the point beyond which variation will not place the achievement of the goals in jeopardy.

In the administration of the executive branch, the Governor must be constantly armed with data that will permit him to control the progress on all programs. The timing of certain expenditures, the ebb and flow of income, the seasonal variations of certain functions can all have an influence and he must be in a position to anticipate all the factors.

With the implementation of the plan, the need for quarterly allocations becomes a little academic. The executive branch is responsible for administration of the laws and carrying out of the designated programs. The erection of an easily circumvented barrier, such as quarterly allocation has become, seems a little incongruous.

The Governor, in formulating his best estimate, of the costs to carry on existing and new programs and also the source of revenue to finance those costs, must of necessity depend on his subordinates for detailed statistics. However, with the availability of data, he will be less dependent on those subordinates. He will be able, with the staff of the Budgeting Division, to project the on-going and new costs. This will remove the need for the departments to be as deeply involved as they have been in the past.

Again referring to Appendix A and considering those agencies reporting, some 45 - 50 thousand dollars per year is expended in this activity. (This excludes two agencies, Department of Highways and Education, which account for approximately two thirds of the total state budget.)

Building Services Division. This division would be assigned those house-keeping functions which are of a "service type" nature, including custodial services and maintenance of the state capitol and grounds and also the capitol mail room. It is recommended that this division would also operate a courier service in Boise between the various state agencies dislocated from the capitol building.

The building services division would also act as coordinator of the allocation of all state-owned or leased office space throughout Idaho. By constant study and concerted effort, individual departmental units at the local levels can be physically combined in one building, office, etc. This would lead to obvious economies in the area of janitorial services, utilities, telephone, and many other expenses which the mere presence of an office generates.

Management Services Division. The creation of this division is being recommended to furnish the Executive branch and particularly the Governor, with a staff unit to carry on the continuing job of improving the functioning of all administrative departments as they are inter-related, particularly as it would affect data transmission and data usage. The design and construction of all forms and reports would be one of the prime areas of study to avoid repetition and inconsistencies in all sectors.

The installation of all electric data processing equipment in any agency would be a cooperative effort of this division and the Data Processing Division to arrive at the most economical and efficient plan.

Additionally the staff of this division would be available to study and recommend methods of administering the enactments of the Legislature as related to systems and procedures and requested by the Governor.

Communications Division. As in recommending all of the divisions of the Department of Administrative Services, the activities of state government would be organized on a functional basis, and the coordination of the means to communicate must be similarly done.

As refinements are made in the future that will speed communications and the demand for usage increases, there must be one area which is abreast of the needs and the available means of satisfying those needs for the entire organization. The independent solving of communications problems at a departmental level can only lead to high costs and duplication of services.

It is the intent of this plan to make the executive branch a closely knit and highly efficient unit. One over all net work of communications can assist in this regard and bring all functional units together.

It should be pointed out that the planning, installation, operation and maintenance of that network, in itself, is not a productive enterprise, but just one more tool to be used to accomplish the intent of the programs adopted as a "state" purpose.

As 'raw data' transmission becomes a larger and larger activity, the channels must be such that they are all inclusive and are arranged in a manner that all users are inter-related. Once the raw data has been logically arranged, the results must be made available to every sector whose activity could be influenced thereby. Thus an overall plan must be adopted, managed from a central point that is sensitive to need for change.

Department of Agriculture

It is recommended that the following agencies, or activities, be combined into one department, The Department of Agriculture, and that all revenue accruing under the statutes applicable to these agencies be deposited in the General Fund:

1. *Agriculture Administration*
2. *Meat Inspection*
3. *Plant Pest Control Commission*
4. *Agriculture Inspection*
5. *Fresh Fruit and Vegetable Inspection*
6. *Livestock Disease Control*
7. *Dairy Industry Inspection*
8. *Egg Inspection*
9. *Bee Inspection*
10. *Commercial Feed and Fertilizer*

11. *Economic Poison*

12. *Brand Inspection*

It is further recommended that the Department of Agriculture be appropriated an amount from the General Fund consistent with assigned functions.

The Department of Agriculture is primarily established as a regulatory agency to protect the citizenry of Idaho and to guarantee that Idaho produced foodstuffs shipped out-of-state conform to basic standards of health, sanitation and safety. Since this function has been construed to be a logical governmental sphere, it is imperative that it be totally supported and the degree of execution must not depend on the vagaries or caprices of a segment of any agricultural community.

As can be seen from the accompanying exhibit (attached hereto as Appendix B) the total amount spent for the above numerated functions was approximately \$2,207,000.00 for the period July 1, 1965 through June 30, 1966. Since the same basic costs exist in each separate activity, a consolidation should lead to economies and also give the Director of the Department a flexibility and opportunity to utilize the inter-change of labor and expense allocations.

It would be hoped, and conceivably could be a directive from the Legislature, that the Department of Agriculture would further a plan whereby the salary scale is to be enhanced to attract and retain technical employees who are competent to engage in all phases of the responsibilities of the agency.

Co-incident with the consolidation of so-called house-keeping functions into the Department of Administrative Services, the Department of Agriculture would be relieved of maintaining staff for these activities. Also, the Department can utilize the services as provided by the state car pool and thereby gain economies in the area of travel. An exhibit of travel and subsistence payments (attached as Appendix C) shows those areas where this could be accomplished.

Recognizing the seasonableness of the industry as whole, it is the intent of these recommendations to remove cyclical effect of employing personnel for only one phase of the assigned duties by employing on a multi-ability basis and having centers of activities strategically located to eliminate the need for excessive travel by specialists. It can be easily seen that at a rate of ten cents per mile for a privately owned automobile averaging 50 miles per hour is equivalent to a cost to the State of five dollars per hour, and if this is to be added to a basic salary cost, the amount becomes unconscionable as far as sound management principles are concerned.

In the realm of revenue and receipts, the existing statutes provide for the following imposition of fees and charges:

Property Taxes

License and Permits - Business

Charges for Service and Fees - Inspection

Charges for Services and Fees - All Other

Miscellaneous Sales - Forms, Pamphlets, etc.

Miscellaneous Sales - All Other

From exhibit attached as Appendix D, it should be noted that the above sources of receipts are handled by twelve different state agencies. Also there is very little correlation between time of expenditure and time of receipts which causes a bookkeeping dilemma to maintain any sense of balance. Here again, the technically trained in one industry is obligated to perform in a completely alien field of endeavor.

Payroll Division of the Department of Personnel

It is recommended that there be set-up and be continuously maintained a state central payroll division to process and distribute all warrants for wages and salary.

As should be noted, the assigned functions of the Personnel Department include the administration of a central payroll division, thus relieving all other agencies of the maintenance of individual payroll records. Processing procedure for this division is recommended to be along the following lines:

1. Payroll - Vouchers. Upon agreement to employ the responsible official of the department will execute, sign and forward to the Personnel Department the completed notice of employment, furnishing the data called for thereon. Upon receipt by the Personnel Department, the data will be verified as to wage level qualifications and classification against prescribed rules and regulations promulgated by the personnel board and when approved, the employment form will be forwarded to the division of payroll.

2. The payroll division, upon receipt of approved employment form, is authorized to record such data in the manner prescribed and to request that a payroll warrant be issued by the accounting division covering the period from date of employment to the fifteenth or the last day of the month, whichever comes first; said payroll warrant to be in an amount equal to one-thirtieth of the approved monthly salary times the number of days from the date of employment to the fifteenth or last day of the month, whichever is applicable, less any amounts for federal or state taxes, insurance, retirement contributions or other authorized deductions that are to be withheld.

3. The payroll division shall request the issuance of payroll warrants by the accounting division, for all employees who are officially on the rolls of the state payroll roster for distribution to the employees on the twentieth of the month, or the first working day thereafter should the twentieth be a Saturday, Sunday or holiday, said payroll warrants to cover salary and wages due and payable on the fifteenth of the month for the period from the first to the fifteenth inclusive and shall request issuance of payroll warrants for all employees who are officially on the rolls of the state payroll roster for distribution to the employees on the fifth of the following month, or the first working day thereafter should the fifth be a Saturday, Sunday or holiday, said payroll warrants to cover salary and wages due and payable on the last day of the month for the period from the sixteenth to the last day of the month inclusive. The amount of the payroll warrants referred to herein shall be equal to one-half of the authorized monthly salary less the pro rata share of any amounts for federal or state taxes, insurance or retirement contributions that are to be withheld.

4. The payroll division shall account for all amounts withheld, referred to above, and shall prepare the required reports that are to accompany the remittances to the applicable federal, state and private agencies. Additionally the payroll division will furnish the accounting division with the needed information to enable the accounting division to issue warrants to cover any portion that would represent the employer's share of such payroll taxes and insurance and retirement plan expenses, and to allocate the expense of salary and wages and employer expenses to the proper department, division or institution, and incorporate said expenses in the reports rendered regularly by the accounting division. Additionally the payroll division shall furnish each employee a record of amounts withheld each month and also said record to reflect accumulative amounts from January 1 of current fiscal year. For payroll purposes, the fiscal year shall be from January 1 through December 31 inclusive.

5. Should an employee be terminated, or otherwise severed from state service, the responsible official shall immediately execute a termination form, prescribed by the payroll division, and forward said form to the payroll division, the receipt of which shall serve as authorization for the payroll division to remove the employee from the payroll roster and to request a termination warrant to be issued covering the period from the first day of the current payroll period to the termination date, subject to the applicable rules of computing wages for a period of less than a full one-half month period, and said termination warrant will be in an amount reflecting any sums to be withheld for federal and state taxes, and insurance and retirement plan expenses. The responsible official executing the termination form will attest to the fact that the employee has returned all state owned equipment and has rendered all accounts for which the employee was responsible.

6. Should any situation arise which would affect the level of wages or the basis of any deduction for any employee, the responsible official shall execute a change of status form prescribed by the payroll division, and forward said form to the payroll division thereby authorizing the changes to be made so that subsequent payroll warrants will reflect the changes as indicated.

7. For personnel employed on any basis other than a fixed monthly salary, the responsible official shall execute a casual employee form, prescribed by the payroll division, forwarding said form to the merit award division who shall verify the wage level, qualifications and classification and approve. When approved by the merit award division, the form shall be forwarded to the payroll division who shall be authorized to subsequently request the issuance of payroll warrants based on the data furnished. The issuance of the subject payroll warrants will be coincident with the issuance of all other payroll warrants.

8. The responsible official of each department, division and institution shall maintain a monthly record of all days of vacation and sick leave taken by their employees and submit a report thereof to the payroll division, on the prescribed form. The payroll division is hereby authorized to deduct an amount equal to a day's wage for each day taken over the number prescribed by law.

9. The payroll division shall compile and disseminate all primary data to other units of the state organization as such data concerns employees of the state. To avoid duplication of records and effort, primary data will be filed in the payroll division and disseminated in such form as agreed on by the administrator of the payroll division and the responsible official of the receiving unit, subject to the approval of the director of the personnel department.

It should be pointed out, that all rules and regulations under which the payroll division operates could be along the following pattern:

Powers and duties - Merit System Division . 1. The merit system division shall notify the payroll division of the status of every employee who is exempt from receiving overtime pay for excess hours of work or are further exempt from other specific rules and regulations formulated by the personnel board.

2. Upon receipt of notice of employment form, change of status form or terminated form, the data included thereon will be verified to insure that there is compliance with all rules and regulations formulated by the personnel board.

3. The merit system division shall request from the personnel board, and upon receipt therefrom shall publish and distribute rules and regulations concerning the compensation of hours worked in excess of normal work day and work week. Said rules and regulations shall be subject to the following conditions.

a. Except as may otherwise be provided by law, regularly scheduled days of work for employees in the executive branch of the state government shall not exceed five consecutive days per week. Regularly scheduled hours of work per day shall not exceed eight hours in any twenty-four hour period, exclusive of meal time.

b. Work in excess of eight hours, exclusive of meal time, in any twenty-four hour period for five successive days in any one week shall be considered overtime work and shall be compensated in cash at the rate of time and one-half the regular hourly rate of pay of the employee.

c. Overtime work shall, whenever possible, be eliminated by rescheduling work, or by use of overlapping shifts of work. No employee shall be regularly scheduled to work overtime. Overtime work shall be authorized only in the following cases:

- 1) in the event of fire, flood, catastrophe or other unforeseeable emergency
- 2) where a station or assignment must be manned and another employee is not available for work
- 3) to provide essential services when they cannot be provided by overlapping work schedules
- 4) to carry on short-range assignments in which the utilization of regular employees is more advantageous than the hiring of additional personnel

d. Employees who are not included in an exempt status as classified by the personnel board.

e. Overtime shall not be scheduled nor compensated therefor for temporary, part-time seasonal and employees paid on an hourly basis.

f. Overtime compensation shall not be allowed unless the overtime work is specifically authorized in advance by the administrative head of the employing department or institution or by the officer or employee authorized by such head to act in his stead with respect to such authorization except in cases of emergency.

g. Overtime work shall be accrued and compensated for in half-hour units.

h. Employees whose regularly scheduled work week includes Sunday, shall not be compensated for work on that day on an overtime basis unless such work days exceed eight hours, exclusive of mealtime, and only the excess of work shall be considered overtime.

i. A holiday or period of authorized leave occurring during a work week shall be counted as working time in determining overtime.

j. If on the written request of any department or institution, the administrator of the merit system division finds that provisions of this section provide any unusual hardship on the effective operation of such department or institution, he may approve changes in working hours for specific positions, provided, that such approval of each such position shall be for no more than one year at a time.

The present system of preparing and issuing payroll warrants is now on a departmental and completely decentralized basis. Again referring to Appendix A, it should be noted that of those agencies reporting, there are fifty-four people involved in the payroll function at an estimated cost of \$5,143.00 per month. These fifty-four people are preparing payrolls for approximately 3,400 employees. Project this same man-hour expenditure for the entire state organization, there could be the unwarranted expenditure of 4,600 man-hours by one hundred and twenty-six people at a cost of \$11,600.00 per month.

In direct questioning by members of sub-committee, the following answers were elicited from the indicated departments.

1. Do you maintain a central payroll department for your agency?

A. Department of Fish and Game:

Answer: "Yes"

B. Department of Agriculture:

Answer: "Yes"

C. Department of Public Assistance:

Answer: "Yes"

D. Department of Highways:

Answer: "Yes, all records maintained on punched cards (Remington Rand) and passed on to Auditor for issuance."

E. Department of Health:

Answer: "Yes. Detail in cards now and only changes in status (Approximately 10%) are punched monthly. Handled by one man for 1200 employees."

2. What problems do you anticipate if all payroll checks come out of a central source?

A. Department of Fish and Game:

Answer: "None, if the system went 'all the way' including social security and withholding reports to eliminate duplicate efforts."

B. Department of Agriculture:

Answer: "That is now the situation in that the Auditor produces checks but we maintain needed records on individuals and funds."

C. Department of Public Assistance:

Answer: "None, if whole operation is assumed."

E. Department of Health:

Answer: "No problem. This has to come (centralized payroll system) and would be advisable."

3. What is the practice of charging payroll expenses to different funds?

A. Department of Fish and Game:

Answer: "Each fund is charged with pro rata share within our department."

B. Department of Agriculture:

Answer: "Each fund must carry its chargeable amount."

C. -

D. Department of Highways:

Answer: "Each project is charged with its share of personnel and payroll costs."

E. Department of Health:

Answer: "All costs are broken down to individual funds. Approximately 100 breakdowns. Control is maintained in Auditors office."

This would seem to indicate that the departments recognize the need for the payroll function to be centralized and consolidation of the necessary clerical duties required therewith.

Department of State Auditor

The office of the State Auditor is constitutionally defined as "superintendent of fiscal affairs" and to insure and fortify this position, it is recommended that the Auditor be the 'post-auditor'. The Auditor would be lodged with the responsibility of certifying to the people and to the Legislature that all expenditures are within the law and within the legislative intent.

Generally, the enabling legislation could take the following form:

Powers and duties of state auditor are as follows:

1. In accordance with the constitutional provision that the state auditor is superintendent of fiscal concerns of the state, it is hereby declared to be the policy of the legislature to provide for the independent post auditing of the accounts and financial transactions of all departments, divisions and institutions of the state through the office of the state auditor. Such office shall be entirely disassociated from the administrative and executive departments and agencies, the affairs of which it is called upon to audit, and shall have no part in the administration of such affairs or functions in relation thereto, other than that of auditing as provided in this chapter nor be subject to any form or measure of supervision or control by any agency or employee thereof, except as to the application of such measures of central financial, budgetary, and personnel control in relation to its expenditures and staff as are prescribed without discrimination for all agencies. The primary purpose of audits by the office of the auditor is declared to be to determine whether the spending agencies are providing such measures of financial control as are necessary to insure that income expenditures conform to the authorizations made, and the requirements laid down by the legislature, that the public money is spent in strict accordance with the appropriations made by the legislature, that the spending agencies were empowered by law and lodged with duties for which the public moneys were spent, and that the legislature is provided with information in relation to such matters.

2. The function of auditing by the office of the state auditor shall include:

- a. auditing the accounts of all agencies and the general accounts of the state government.
- b. investigating the means provided for accounting for, controlling and the safe custody of all money and other property of the state government and verifying the existence and condition of such property charged to or held in the custody of any agency of the state government.
- c. auditing the statements of financial condition and operations of the government of the state, examining the estimates of resources available for appropriation and the estimates of receipts prepared for inclusion in each annual budget report, and certifying in writing the results of such audit and examination with such comments as it may deem necessary for the information and guidance of the legislature.

3. The state auditor, nor anyone in his office, shall not keep any accounts of the state, or collect any money due the state or any agency thereof, or be charged with the handling or custody of any state funds or other property otherwise than in the process of counting and verifying the amounts of such funds or other property in the course of the audits.

4. The state auditor shall disclose the facts in writing, without delay, to the governor and the treasurer if at any time he shall discover any unauthorized, illegal or otherwise irregular or unsafe handling of expenditure of state funds or other improper practice of financial administration, or evidence that any such handling, expenditure or practice is contemplated; or if during the conduct of any audit or investigation of any agency of state government he is obstructed in the performance of his duties. Such reports of the auditor shall be transmitted to the legislature by the governor at the next session.

The present Bureau of Public Accounts would be dissolved as such and conceivably the well-trained members of that staff would be transferred to the Office of the State Auditor just as those members of the existing auditor's office who are engaged in functions that fall within the province of the Department of Administrative Services could be so utilized.

The pre-audit function that exists, and will continue to exist, would be exercised by the staff of the Administrative branch. In any organization, the persons responsible at every level pre-audits, or approves for payment, all expenditures of his subordinates, with the view in mind, "have they exceeded their delegated authority to the detriment of the approved program?"

From exhibit of present costs (attached as Appendix E), it can be seen that there is now being expended a total of \$99,200.00 by the Bureau of Public Accounts. Estimating the costs in the present auditor's office that could logically be allocated to a post-audit function as \$40,800.00 the total available fund could be estimated as \$140,000.00.

The sub-committee, in questioning in this area, was told that those departments interviewed are presently practicing a pre-audit function and that the method of post-auditing served primarily to maintain a balance between the departmental bookkeeping records and the existing auditor's and treasurer's records.

Under the concept as recommended by this reorganizational plan, the Accounting Division (Department of Administrative Services) would record and exhibit the expenditures and receipts on a departmental and divisional basis under a pre-established classification system. Obviously, any examination of this record would be 'after the fact' and the questioning of any transaction included therein must take the tack --- was such transaction legally authorized?

With the general use of the facilities of the Data Processing Division (Department of Administrative Services), exhibits can be made in any format that the newly defined auditor's office directs and will enable the staff of that office to examine the transactions from all angles to verify the activities of any and all units of state government.

Office of the Treasurer

The State Treasurer is lodged with the care, custody and control of state funds, and within this plan, the function of monetary care-taking would be greatly simplified and consequently much easier to administer with the elimination of the multitudinous accounts -- the special funds.

It is recommended that the Department of Public Investment would be dissolved and the funds now under control of that department would be placed under administrative control of the Treasurer, subject to the same statutory restraints that now exist as they relate to investment.

It is the intent that with the utilization of high speed equipment, this office will effect a system whereby the control of warrants becomes a routine and easily controlled operation.

Also with the vast reduction of special funds, the Treasurer will be able to accurately deduce the total amount of available money to honor existing and anticipated expenses thus releasing amounts for investment and perhaps, more importantly, eliminate the need to float anticipatory bonds.

A practice, that has through the years evolved into an unforeseen vexatious situation, is that of the rotary funds. Apparently, at the outset, this system was initiated to handle those instances where immediate payment was indicated or where advance payment was needed. In setting up authorized signatories and amounts, through approval of the Board of Examiners, it became possible to pay all itemized accounts of indebtedness on presentation, rather than submit such accounts through the Auditor's office for payment in the normal course. This method has now progressed to the point that some \$300,000 to \$400,000 are expended each month through various rotary funds for everything from travel, meals and lodging to tuition for advanced training.

The Board of Examiners has approved fifty-two different funds for a total amount of approximately \$350,000. Appendix F attached exhibits the status and activity of these funds for period July 1, 1965 to June 30, 1966 and also the previous biennium.

Certainly these funds and expenditures are logically and legally accounted for but the burden of paper work created and the attendant controls needed to account for the balances maintained is out of proportion to the benefits derived.

It is recommended that all rotary funds be eliminated and there be created one fund within the Treasurer's office to handle those isolated cases where advances must be granted. This can be handled on a basis of a more or less "permanent advance" for those who are obligating the state monthly for travel, lodging and meals and it is not feasible to have monthly statements rendered.

The use of these funds for so called "petty cash" expenditures should be eliminated. The savings in state funds, employee time because of convenience, and the other nebulous reasons offered for the availability of immediate payment privileges is more than offset by the cost of accounting and control of the dollars.

In conjunction with previously cited recommendations in the formation of an Accounting Division and a Data Processing Division within the Department of Administrative Services, it will be possible to process vouchers on a schedule which will produce a warrant in payment thereof in an expeditious manner. This will eliminate the inconvenience and burden to those who pay their own expenses and seek reimbursement.

Miscellaneous Recommendations

In recommending a reorganization, or realignment, of state activities, there are also some basic practices that, if adopted, will lead to economies and a better utilization of man-power.

The individual agencies of the state government are now in a position to design and have printed letterheads and envelopes in any format they desire. The size

generally standard, but the extent of art work, printing, variation in listing locations of sub-agencies, executives, etc., is different for every department. Obviously, there can be no mass printing purchases made when the set-up constantly changes.

It is recommended that the legislature direct the Executive branch to have designed one basic form of stationery that would be used by all departments with only minor change to indicate agency and location.

In doing this, stationery for the entire organization can be purchased in one lot and thus the benefit of mass buying would be realized.

Somewhat related to the above is the practice of various departments and agencies exercising their prerogatives in assembling and publishing annual or biennial reports of activities. These reports are primarily for internal purposes, though in some instances there is wide-spread distribution to the public sector. The cost of assembling the data and publication varies with each unit and is dependent only on the individual tastes of the chief administrator of the unit.

It is recommended that the staff of the Management Services Division (Department of Administrative Services) be assigned the project of surveying all units and develop one format which will be acceptable for use by all departments. This, in conjunction with the records compiled by the Accounting Division, will further the efficiency of the organization, and the reduction in expenses for this purpose will be considerable.

It is recommended that on a continuing basis and as forms are reprinted for all departments issuing licenses, permits, certificates, etc., the applicants' social security number be incorporated as integral part of the basic identification data. Here again, having a non-duplicated key, it will be possible to expedite the processing of transactions dealing with health, welfare, education or any of the other multitudinous programs involving individuals.

IMPLEMENTATION

Executive Orders

As has been pointed out, the functions, and responsibilities, of the three branches of government are generally easy to define in a broad scope. However, on a day to day basis, the interrelationship between the legislative and executive branches becomes beclouded and the definitude of the enactments of the policy-making body will determine the need of executive action. Should the policy advanced be in the nature that wide flexibility is left to the administrative arm, then that arm must act.

To accomplish many of the foregoing recommendations, the legislature must set the pace. Any previously enacted statutes that hinder the creation of a vibrant and dynamic administrative structure must be removed. With these hindrances eliminated, the executive branch can proceed to consolidate like functions, fix responsibility and accountability for implementation of all phases of the legislative program, and more importantly, make full use of the acumen of its staff.

Many of the statutory requirements as they affect purely administrative or organizational activities will require study and can only be modified after lengthy legislative consideration. In the interim, the governor can take actions that will expedite the creation of the outlined organization.

It is a basic tenet that any unit (or agency) that is in a sub-ordinate position to another position can be directed as to operation, system or method, provided that there is no conflict with an established policy outlined by law.

Also, it is of prime importance for all levels of the government to completely fulfill the requirements as outlined under existing statutes and by doing so, indicate the weakness and need for modification of such directives. By the same token, the performance and evaluation of results there under could indicate the need to retain the powers and duties in a particular area.

Isolated examples that can be cited in this respect are specifically those of the purchasing agent and the assigned duties as outlined in 67-1602 as listed below:

67-1602. Powers and duties enumerated. -- The state purchasing agent shall have power:

- a. To provide and superintend the telegraph and telephone service for the state and all of its offices, departments, bureaus and institutions.
- b. To purchase and supply all fuel, light, water, and other such office and building services for the officers, departments, bureaus and institutions of the state.
- c. To provide and supply all furniture, office equipment, and office supplies needed by the officers, departments, bureaus and institutions of the state.
- d. To procure and supply all clothing, instruments, apparatus, subsistence and provisions, excepting fresh fruits and vegetables for the charitable, education, penal and reformatory institutions of the state.
- e. To procure and supply all cots, beds, bedding, general room and cell equipment, table, kitchen and laundry equipment, agricultural implements, harness, stable and garage supplies, household supplies, periodicals, machinery and tools, materials and medical supplies, plumbing, light and engine supplies, wagons and other vehicles and work shop supplies needed by the charitable, education, penal and reformatory institutions of the state.
- f. To purchase and supply all necessary tools, machinery, supplies and materials to be used by the state in the construction and maintenance of highways.
- g. To purchase and supply such motor vehicles and motor vehicle equipment and supplies as shall be needed by the officers, departments, bureaus and institutions of the state.
- h. To purchase and supply any and all other supplies and equipment not herein enumerated required by the officers, departments, bureaus and institutions of the state.
- i. To enter into contracts in behalf of, and in the name of the state under the provisions of this act for the procurement of any and all repairs, supplies, materials, and equipment needed or required by the officers, departments, bureaus or institutions of the state; provided however, no contract made hereunder shall be for a term longer than one year.
- j. In all purchases of printing he shall pay not more than the rates fixed in the "Franklin Printing Catalog." He shall keep a register in which shall be entered all printing work contracted by him on behalf of the state of Idaho, in loose leaf or other convenient form, alphabetically arranged by

sellers' names. (1939, ch. 143, sec. 2, p. 255).

It is conceded that these functions are being accomplished, but through the process of delegation, they have been distributed throughout the entire organization. For the legislature to fix accountability for state purchasing is impossible and to achieve any economy in quantity buying becomes equally difficult since many items are obtained at a departmental level, and the purchasing agent is belatedly advised.

To rectify this situation, it would be relatively easy for the governor, by executive order, to require strict compliance with the statutes and to withdraw all delegated authority in this area from all other agencies.

Included in this approach could be the enunciation that (g) above be followed verbatim in that all motor vehicles will be supplied by the purchasing agent. In so doing, the state of Idaho would have the beginnings of a state car pool, and the recommended economies can be effected.

Enactments of Legislature

As cited above as specific 'short range' recommendations, the areas which will require legislative action are namely:

- (1) Department of Administrative Services
- (2) Payroll Division
- (3) Office of State Auditor
- (4) Department of Agriculture

Recognizing that even with the statutory provisions exacted, the process of implementation must be so organized that there is no disruption of service to the public and that there are resultant expenses that could more than off-set the estimated savings.

It is recommended that the legislature, with the recommendation of the Finance and Appropriation Committee, appropriate the amounts estimated to cover the functions assigned to the Department of Administrative Services and Department of Personnel to those departments directly. It is further recommended that the Department of Administrative Services and Payroll Division be empowered, with the approval of the governor, to transfer needed funds to the individual agencies or departments to cover expenditures made during the interim period needed to complete transfer of the functions to the Department of Administrative Services and the Payroll Division of the Personnel Department.

With the adoption of above listed legislative actions, the office of the State Auditor would assume all post-auditing functions, and consequently, have need for appropriation to cover such performance. By the same action, the need for an appropriation directly to the Bureau of Public Accounts would be eliminated. The cost of functions then included within the Department of Administrative Services would be borne by that department, leaving only the post-auditing functions retained by the State Auditor.

To facilitate the financing of this expenditure and to spread the cost equitably among all agencies, the appropriation for this function would be construed as a governmental overhead and included in the contribution made by all units.

SUMMARY

House Bill No. 315, attached hereto, was introduced on March 9, 1965, the 65th day of the session. This bill authorized a study of the administrative organization by the Legislative Council to increase the efficiency of state government. This late date in the session meant that the bill had to be introduced by one of the four standing committees that have the special privilege of introducing bills after the 25th day; the appropriations committee was chosen to introduce the bill.

Not for any frivolous or dilatory tactic was the introduction of this bill delayed until so late in the session. The members of the finance and appropriations committee discussed this bill on many different opportunities during the course of the session. They were almost unanimous in their belief that many improvements in the administration of government could be made, if the proper information were made available, analyzed, and acted upon. The members had the benefit of the thinking of a well known, nationally recognized management consultant from Los Angeles to aid in consideration of House Bill No. 315, before it was introduced.

House Bill No. 315 passed the House of Representatives on March 12, by a vote of fifty-nine to six. Seventy-five per cent of the entire house voted for this bill, and ninety-one per cent of the members voting, voted for the bill. In the Senate, sixty-eight per cent of all the members voted for the bill, and seventy-five per cent of the members voting, voted for it. So the Legislative Council has been charged by over two-thirds of both houses of the Legislature to come up with recommendations for the improvements in the administrative branch of government in Idaho. This type of strength is usually reserved for such important items as proposing amendments to the Constitution. We have set out to do a job, and have formulated what we think are basic improvements.

APPENDIX A

Activities of Administrative Functions

Survey by Agency @ April 30, 1966

65-67 Proposed Personnel		ACCOUNTING			BUDGETING			COMMUNICATIONS			PAYROLL			PURCHASING			DATA PROCESSING		
		*I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III
1	Acctg. Board	1	40	104	1	30	78				1	6	16	1	5	13			
44	Adj. General	2	175	518	2	95	115				2	35	112	3	170	368			
531	Agriculture Dept.	4	160	488	1	40	181				1	40	119	4	160	522			
49	Brand Inspection	1	120	237	1	20	90				1	40	113						
103	Corrections	3	90	303	3	90	303	2	340	775	3	90	303	5	550	1,730			
73	Deaf & Blind School	2	170	402	2	26	83				2	19	47	2	60	199			
9	Disaster Relief	1	20	127	2	170	281				1	10	51						
53	Dept. of Education	1	135	370	1	12	33				1	12	33	1	20	178	4	640	1,855
13	St. Elect. Board	1	15	29							1	6	12						
11	Dept. of Finance	2	192	584	1	8	40				1	10	20	5	34	116			
129	Forestry Dept.	10	796	1,637	6	150	641	2	206	662	2	70	206	8	250	777			
339	Dept. of Health	10	912	2,500	4	56	164				7	513	1,483	2	63	123	8	868	1,945
2	Horse Racing	1	50	125	1	15	38				1	15	38	1	40	100			
199	Hospital North	2	226	555	1	87	251	2	261	459	1	174	343	3	348	887			
294	Hospital South	5	672	1,434	1	174	296	3	486	650	1	174	296	4	347	837			
5	Labor Dept	1	16	30	1	5	20				1	2	5						
321	Law Enforcement	5	480	914	1	20	35	12	1,920	5,087	2	160	296	3	320	814			
13	St. Library	2	72	193	2	12	36				1	10	26	4	86	195			
195	Liquor Dispensary	2	13	30	1	11	25												
25	Mines & Geology	2	100	203	1	5	27				1	8	17	1	10	55			
384	St. School & Hospital	6	568	1,346	2	140	498	3	329	663	2	184	391	6	283	658			
3	Nursing Board	2	13	43	2	8	28				1	3	9	4	75	158			
8	Occ. License Bureau	2	95	279	2	45	148				2	60	170	2	43	143			
75	Parks Department	2	64	173	1	12	49	1	30	48	1	16	30	1	8	33			
2	Private Contractors	1	160	343	1	12	50												
15	Probation & Parole	2	320	687				1	160	327				1	160	296			
17	P.U.C.	1	152	286	1	15	63				1	12	22	3	30	76			
4	Real Estate Board	1	32	88	1	40	109				1	24	66						
16	Reclamation Dept.	1	40	133	1	10	33	1	30	56	1	20	66	1	30	100			
4	Retirement System	1	160	647							2	9	20	2	14	33	2	320	565
15	Liquor Law Enforcement										1	8	16						
1	Sheep Commission	1	80	155	1	28	54				1	8	16						
62	Supreme Court	1	130	477							1	26	89						
8	Surplus Property	2	16	45	1	2	6				1	4	13	2	6	16			
15	Tax Commission	1	40	130	1	3	16				1	3	10	1	2	11			

Appendix A Continued

Activities of Administrative Functions

Survey by Agency @ April 30, 1966

65-67 Proposed Personnel		ACCOUNTING			BUDGETING			COMMUNICATIONS			PAYROLL			PURCHASING			DATA PROCESSING		
		I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III
3	Teachers Retirement	1	5	13															
19	Vocational Rehab.	2	189	539	2	59	178				2	15	45	1	1	3			
4	Wheat Commission	1	160	405															
214	Fish & Game	8	1,275	3,051	3	510	2,113	2	205	402	2	195	554	3	510	1,669	5	760	2,011
114	Tuberculosis Hospital	3	135	348	3	25	73	3	145	246	4	40	106	4	150	512			
3,462	Sub Total	97	8,189	19,971	55	1,935	6,175	32	4,112	9,375	54	2,013	5,143	78	3,785	10,622	19	2,588	6,376

THE FOLLOWING DEPARTMENTS HAVE NO REPORTS:

3	Law Library	2	Board of Medicine	90	Tax Collector
7	Governor	7	Ground Water Administration	12	Historical Society
18	Attorney General	13	Prison Industry	10	Lava Hot Springs
6	Secretary of State	21	Vocational Education	36	State Insurance Fund
7	Treasurer	101	Youth Training Center		
22	Auditor	74	Lewis & Clark School	3,929	Sub Total
8	Purchasing Agent	497	Idaho State University		
4	Budget Bureau	777	University of Idaho		
7	Bur. of Public Accts.	221	Agricultural Research	* I =	Number of People
10	Commerce & Deval.	2	Pure Seed	II =	Number of Hours Per Month
5	Potato & Onion	181	Agriculture Extension	III =	Est. Salary Per Month
2	Soil Conservation	230	Public Assistance		
13	Ind. Accident Board	28	Veterans Home		
3	Bar Commission	7	Veterans Affairs		
7	Aeronautics	1,525	Dept. of Highways		
4	Inspector of Mines	25	Capitol Maintenance		
4	Pharmacy	3	Central Post Office		
3	Professional Engineers	3	Public Works		
5	Public Works	3	Governors residence		
8	Plumbing Board	18	Land Department		
10	Insurance Dept.	2	Driver Training		

Appendix A Continued
Expenditures for Budget Bureau

		JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE
Salaries	Month	3,745	3,837	3,445	3,595	3,745	3,745	3,745	3,745	3,745	3,745	3,745	3,985
Biennial	Total						22,112	25,857	29,602	33,347	37,092	40,837	44,822
Average	Month						3,685						3,735
Travel	Month												
Biennial	Total												
Average	Month												
Other Current	Month	587	574	854	656	561	640	1,112	824	781	1,115	1,086	986
Biennial	Total						3,872	4,984	5,808	6,589	7,704	8,790	9,776
Average	Month						645						815
Capitol Outlay	Month					35				45	528	1,627	780
Biennial	Total						35	35	35	80	608	2,235	3,015
Average	Month						6						251
All Other	Month												
Biennial	Total												
Average	Month												
Total	Month	4,332	4,411	4,299	4,251	4,341	4,385	4,857	4,569	4,571	5,388	6,458	5,751
Biennial	Total						26,019	29,876	34,445	39,016	42,404	51,862	57,613
Average	Month						4,336						4,801

Appendix A Continued

Expenditures for Purchasing Agent

		JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE
Salaries	Month	978	978	978	978	978	978	978	997	997	997	2,497	1,067
Biennial	Total						5,868	6,846	7,843	8,840	9,837	12,334	13,401
Average	Month						978						1,117
Travel	Month												429
Biennial	Total												429
Average	Month												36
Other Current	Month	157	292	162	16	285	168	150	105	362	217	123	453
Biennial	Total						1,080	1,230	1,335	1,697	1,914	2,037	2,490
Average	Month						180						207
Capitol Outlay	Month											10,000	
Biennial	Total											10,000	10,000
Average	Month												833
All Other	Month												
Biennial	Total												
Average	Month												
Total	Month	1,135	1,270	1,140	994	1,263	1,146	1,128	1,102	1,359	1,214	12,620	1,949
Biennial	Total						6,948	8,076	9,178	10,537	11,751	24,371	26,320
Average	Month						1,158						2,193

APPENDIX B

EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
<u>Salaries - Month</u>	12,744	24,020	24,803	22,942	22,526	19,908	15,831	23,501	22,912	25,514	26,597	25,388	25,508	28,596	22,449
<u>Biennial Total</u>						126,943	142,774	166,275	189,187	214,701	241,298	266,686	292,124	320,790	343,239
<u>Average/Month</u>												22,224			
<u>Travel - Month</u>	5,056	4,662	6,657	5,145	3,858	3,581	1,916	3,388	3,162	5,384	5,015	2,318	6,227	6,214	6,863
<u>Biennial Total</u>						28,959	30,875	34,263	37,425	42,809	47,824	50,142	56,369	62,583	69,446
<u>Average/Month</u>												4,178			
<u>O.C.E. - Month</u>	8,192	9,941	6,508	4,677	3,357	3,952	5,137	21,412	7,481	6,571	4,784	5,699	6,794	8,775	2,067
<u>Biennial Total</u>						36,627	41,764	63,176	70,657	77,228	82,012	87,711	94,505	103,280	123,897
<u>Average/Month</u>												7,309			
<u>C.O. - Month</u>	168	4,912	1,518	1,199	75	2,360	3,556	1,848	2,028	166		281	208	75	85
<u>Biennial Total</u>						10,232	13,788	15,636	17,664	17,830	17,830	18,111	18,319	18,394	18,479
<u>Average/Month</u>												1,509			
<u>All Other Month</u>			2	20								10			
<u>Biennial Total</u>							22	22	22	22	22	32	32	32	32
<u>Average/Month</u>												3			
<u>Total - Month</u>	26,160	43,535	39,488	33,983	29,816	29,801	26,440	50,149	35,583	37,635	36,396	33,696	38,737	43,660	50,014
<u>Biennial Total</u>						202,783	229,223	279,372	314,955	352,590	388,986	422,682	461,419	505,079	555,093
<u>Average/Month</u>												35,223			

Appendix B Continued

EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

AGRICULTURE INSPECTION

	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
<u>Salaries - Month</u>	635	670	2,051	2,626	1,399	1,556	903	914	885	921	863	854	860	852	2,491
<u>Biennial Total</u>						8,937	9,840	10,754	11,639	12,560	13,423	14,277	15,137	15,989	18,480
<u>Average/Month</u>												1,189			
<u>Travel - Month</u>	181		141	128		7	57	80		60	95	179		66	345
<u>Biennial Total</u>						443	500	580	580	640	735	914	914	980	1,325
<u>Average/Month</u>												77			
<u>O.C.E. - Month</u>	391	482	251	440	156	443	439	412	299	312	194	55	240	530	152
<u>Biennial Total</u>						2,163	2,602	3,014	3,313	3,625	3,819	3,874	4,114	4,644	4,795
<u>Average/Month</u>												323			
<u>C.O. - Month</u>							166								
<u>Biennial Total</u>							166	166	166	166	166	166	166	166	166
<u>Average/Month</u>												14			
<u>All Other Month</u>	296			1,076			1,066				279				314
<u>Biennial Total</u>						1,372	2,438	2,438	2,438	2,438	2,717	2,717	2,717	2,717	3,031
<u>Average/Month</u>												226			
<u>Total - Month</u>	1,503	1,152	2,443	4,270	1,555	1,992	2,631	1,406	1,184	1,292	1,431	1,088	1,100	1,448	3,302
<u>Biennial Total</u>						12,615	15,546	16,952	18,136	19,428	21,859	21,948	23,048	24,496	27,798
<u>Average/Month</u>												1,829			

EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

BEE INSPECTION

	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Salaries - Month	26		26		143	26		13		168		32	282		
Biennial Total						221	221	234	234	402	402	434	716	716	716
Average/Month												36			
Travel - Month	105		11		70	64		13	6	207	31	48	114		
Biennial Total						250	250	263	269	476	507	555	669	669	669
Average/Month												46			
O.C.E. - Month	16		1	1		5	1		1	2			1		
Biennial Total						23	24	24	25	27	27	27	28	28	28
Average/Month												2			
C.O. - Month															
Biennial Total															
Average/Month															
All Other Month															
Biennial Total															
Average/Month															
Total - Month	147		38	1	213	95	1	26	7	377	31	80	397		
Biennial Total						494	495	521	528	905	936	1,016	1,413	1,413	1,413
Average/Month												84			

Appendix B Continued

EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

STATE BRAND INSPECTION

	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Salaries - Month	15,815	17,016	17,352	17,875	17,206	16,175	15,909	15,871	15,625	15,567	15,971	16,044	16,353	15,432	16,246
Biennial Total						101,439	117,348	133,219	148,844	164,411	180,382	196,426	212,779	228,211	244,457
Average/Month												16,319			
Travel - Month	2,055	2,098	2,686	3,023	3,352	3,204	2,475	2,537	2,137	2,166	2,028	2,384	2,297	1,922	2,730
Biennial Total						16,418	18,893	21,430	23,567	25,733	27,761	30,145	32,442	34,364	37,094
Average/Month												2,512			
D.C.E. - Month	4,828	2,682	8,346	3,579	3,725	2,112	3,917	4,630	4,377	2,685	2,822	3,910	4,549	3,706	3,461
Biennial Total						25,273	29,190	33,820	38,179	40,882	43,704	47,614	52,163	55,869	59,330
Average/Month												3,968			
C.O. - Month	3,669		75	119				3,356		1,315		25	20		
Biennial Total						3,863	3,863	7,219	7,219	8,534	8,534	8,559	8,579	8,579	8,579
Average/Month												713			
All Other Month															
Biennial Total															
Average/Month															
Total - Month	26,367	21,796	28,459	24,596	24,284	21,491	22,301	26,394	22,139	21,733	20,821	22,363	23,219	21,060	22,437
Biennial Total						146,993	169,296	195,688	217,827	239,560	260,381	282,744	305,963	327,023	349,460
Average/Month												23,562			

EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

DAIRY INDUSTRY INSPECTION

	1965 <u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	1966 <u>Jan.</u>	<u>Feb.</u>	<u>Mar.</u>	<u>Apr.</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>
<u>Salaries - Month</u>	5,201	5,090	5,090	5,090	5,090	5,090	5,090	5,090	5,090	5,090	5,315	5,090	5,090	5,090	5,090
<u>Biennial Total</u>						30,651						61,416	66,506	71,596	76,686
<u>Average/Month</u>												5,119			
<u>Travel - Month</u>	1,678	1,754	1,665	1,776	1,651	1,321	1,925	1,507	1,738	1,873	1,636	1,241	2,142	1,711	1,659
<u>Biennial Total</u>						9,845						19,765	21,907	23,618	25,277
<u>Average/Month</u>												1,647			
<u>O.C.E. - Month</u>	1,705	704	316	703	794	732	1,568	615	1,165	1,223	886	579	967	773	1,028
<u>Biennial Total</u>						4,954						10,970	11,937	12,710	13,738
<u>Average/Month</u>												914			
<u>C.O. - Month</u>												970	107		
<u>Biennial Total</u>												970	1,077	1,077	1,077
<u>Average/Month</u>												81			
<u>All Other Month</u>															
<u>Biennial Total</u>															
<u>Average/Month</u>															
<u>Total - Month</u>	8,584	7,548	7,071	7,569	7,535	7,143	8,583	7,212	7,993	8,186	7,817	7,880	8,306	7,574	7,777
<u>Biennial Total</u>						45,450						93,121	101,427	109,001	116,778
<u>Average/Month</u>												7,761			

Appendix B Continued

EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

ECONOMIC POISON FUND

	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Salaries - Month	340	340	340	340	340	340	340	340	340	340	340	340	340	340	340
Biennial Total						2,040	2,380	2,720	3,060	3,400	3,740	4,080	4,420	4,760	5,100
Average/Month												340			
Travel - Month				18					24						79
Biennial Total						18	18	18	42	42	42	42	42	42	121
Average/Month												4			
P.C.E. - Month	97	37	62	107	51	99	79	42	54	52	47	51	58	105	75
Biennial Total						453	532	574	628	680	727	778	836	942	1,017
Average/Month												65			
P.O. - Month		6	10								99				
Biennial Total						16	16	16	16	16	115	115	115	115	115
Average/Month												9			
Other Month															
Biennial Total															
Average/Month															
Total - Month	437	383	412	465	391	439	419	382	418	392	486	391	398	446	494
Biennial Total						2,527	2,946	3,328	3,746	4,138	4,624	5,015	5,413	5,859	6,353
Average/Month												418			

Appendix B Continued
EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

EGG INSPECTION

	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
<u>Salaries - Month</u>	2,140	2,140	2,140	2,140	1,565	1,565	2,140	2,140	2,463	2,540	2,199	1,650	2,540	2,540	2,614
<u>Biennial Total</u>						11,690	13,830	15,970	18,433	20,973		24,822	27,362	29,902	32,516
<u>Average/Month</u>												2,078			
<u>Travel - Month</u>	1,288	922	1,167	667	1,159	646	1,367	909	803	1,101	1,132	490	1,424	910	1,115
<u>Biennial Total</u>						5,849	7,216	8,125	8,928	10,029		11,651	13,075	13,985	15,100
<u>Average/Month</u>							1,031					963			
<u>O.C.E. - Month</u>	729	197	872	258	983	102	338	120	306	382	235	279	1,148	274	442
<u>Biennial Total</u>						3,141	3,479	3,599	3,905	4,287		4,801	5,949	6,223	6,665
<u>Average/Month</u>												400			
<u>C.O. - Month</u>	58		11												
<u>Biennial Total</u>						69	69	69	69	69	69	69	69	69	69
<u>Average/Month</u>												6			
<u>All Other Month</u>			10												
<u>Biennial Total</u>						10	10	10	10	10	10	10	10	10	10
<u>Average/Month</u>												1			
<u>Total - Month</u>	4,215	3,259	4,200	3,065	3,707	2,313	3,845	3,169	3,572	4,023	3,566	2,419	5,112	3,724	4,171
<u>Biennial Total</u>												41,353	46,465	50,189	54,360
<u>Average/Month</u>												3,448			

Appendix B, Continued

EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

COMMERCIAL FEED AND FERTILIZER

	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Salaries - Month	5,508	3,458	3,253	2,615	2,615	3,118	4,192	3,174	3,174	3,075	4,556	3,075	3,873	3,207	5,156
Biennial Total						20,567	24,759	27,933	31,107	34,182	38,738	41,813	45,686	48,893	54,049
Average/Month												3,484			
Travel - Month	450	509	373	218	654	255	336	401	240	343	556	54	471	583	873
Biennial Total						2,459	2,795	3,196	3,436	3,779	4,335	4,389	4,860	5,443	6,315
Average/Month												366			
O.C.E. - Month	1,081	1,261	990	744	657	520	2,209	1,613	1,669	478	1,674	559	4,722	1,979	2,257
Biennial Total						5,253	7,462	9,075	10,744	11,222	12,896	12,337	17,059	19,038	21,295
Average/Month												1,028			
C.O. - Month	105	1,559	21				369		75						
Biennial Total						1,685	2,054	2,054	2,129	2,129	2,129	2,129	2,129	2,129	2,129
Average/Month												178			
All Other Month															
Biennial Total															
Average/Month															
Total - Month	7,144	6,787	4,637	3,577	3,926	3,893	7,106	5,188	5,158	3,896	6,786	2,570	9,066	5,769	8,286
Biennial Total						29,964	37,070	42,258	47,416	51,312	58,098	60,668	69,734	75,503	83,789
Average/Month												5,056			

Appendix B Continued

EXPENDITURES FOR AGRICULTURAL ADMINISTRATION
FRESH FRUIT AND VEGETABLE INSPECTION

	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Salaries - Month	20,573	20,154	47,100	113,848	91,966	63,407	66,397	66,353	66,155	55,718	55,240	36,737	17,500	18,569	46,265
Biennial Total						357,048	423,445	489,798	555,953	611,671	666,911	703,648	721,148	739,717	785,982
Average Month												58,637			
Travel - Month	1,798	2,310	7,431	14,454	11,197	6,005	11,473	8,088	10,052	9,591	7,688	4,950	3,155	1,529	6,635
Biennial Total						43,195	54,668	62,756	72,808	82,399	90,087	95,037	98,192	99,721	106,356
Average Month												7,919			
O.C.E. - Month	6,116	3,810	5,584	6,970	7,330	6,956	13,100	6,787	8,208	7,451	6,551	3,320	4,466	3,106	9,236
Biennial Total						36,766	49,666	56,653	64,861	72,312	78,863	82,183	86,649	89,755	98,991
Average Month												6,832			
C.O. - Month	700		816	700											
Biennial Total						816	816	816	816	50					
Average Month										866	866	866	866	866	866
All Other Month		6,314		4,160			18,663			16,917			16,404		
Biennial Total						10,474	29,137	29,137	29,137	46,054	46,054	46,054	62,458	62,458	62,458
Average Month												3,921			
Total - Month	29,187	32,588	60,931	138,732	110,493	76,368	109,633	81,228	84,415	89,727	69,479	45,007	41,525	23,204	62,136
Biennial Total						448,299	557,932	639,160	723,575	813,302	882,781	927,788	969,313	992,517	1,064,653
Average Month												77,381			

68

Appendix B Continued
EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

LIVESTOCK DISEASE CONTROL

	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
aries - Month	6,832	7,897	5,552	6,158	7,041	6,807	6,383	6,282	6,636	7,117	6,489	7,085	8,377	6,392	7,830
Biennial Total						40,287	46,670	52,952	59,588	66,705	73,194	80,279	88,656	95,048	102,878
Average/Month												6,689			
avel - Month	337	412	346	466	418	617	247	67	76	392	318	415	447	268	338
Biennial Total						2,596	2,843	2,910	2,986	3,378	3,696	4,111	4,558	4,826	5,164
Average/Month												343			
.C.E. - Month	2,070	1,862	3,253	1,566	1,497	1,410	4,235	2,909	3,935	3,854	1,400	536	3,137	1,598	1,478
Biennial Total						11,658	15,893	18,802	22,737	26,591	27,991	28,527	31,664	33,262	34,740
Average/Month												2,377			
.O. - Month							370	283	350	222	60	990	418	75	
Biennial Total							370	653	1,003	1,225	1,285	2,275	2,693	2,618	2,618
Average/Month												189			
ll. Other Month															
Biennial Total															
Average/Month															
otal - Month	9,239	10,171	9,151	8,190	8,956	8,834	11,235	9,541	10,997	11,585	8,267	9,026	12,379	8,183	9,646
Biennial Total						54,541	65,776	75,317	86,314	97,899	106,166	115,192	127,571	135,754	145,400
Average/Month												9,598			

Appendix B Continued

EXPENDITURES FOR AGRICULTURAL ADMINISTRATION

	MEAT INSPECTION														
	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Salaries - Month	25,792	13,858	13,279	13,571	13,331	13,239	15,302	14,452	13,935	12,861	14,052	14,369	14,349	14,044	14,472
Biennial Total						93,070	108,372	122,824	136,759	149,620	163,372	178,041	192,390	206,434	220,906
Average/Month												14,835			
Travel - Month	2,777	2,979	2,509	2,413	2,275	2,886	3,322	3,402	3,025	1,997	3,051	1,904	2,919	2,846	2,229
Biennial Total						15,839	19,161	22,563	25,588	27,585	30,636	32,540	35,459	38,305	40,534
Average/Month												2,712			
O.C.E. - Month	2,537	1,639	1,788	1,539	1,442	1,576	3,524	1,523	1,801	2,159	1,544	278	2,741	1,328	2,270
Biennial Total						10,521	14,045	15,568	17,369	19,528	21,072	21,350	24,091	25,419	27,689
Average/Month												1,779			
C.O. - Month		1,197				2,093				70	312				
Biennial Total		1,197	1,197	1,197	1,197	3,290	3,290	3,290	3,290	3,360	3,670	3,672	3,672	3,672	3,672
Average/Month												306			
All Other Month															
Biennial Total															
Average/Month															
Total Month	31,106	19,673	17,576	17,523	17,048	19,794	22,148	19,377	18,761	17,087	18,959	16,551	20,009	18,218	18,971
Biennial Total						122,720	144,868	164,245	183,006	200,093	219,052	235,603	255,612	273,830	292,801
Average/Month												19,634			

TRAVEL EXPENSES FOR AGRICULTURAL ADMINISTRATION

[illegible]

TRAVEL EXPENSES FOR AGRICULTURAL ADMINISTRATION

1965						1966					
<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Jan.</u>	<u>Feb.</u>	<u>Mar.</u>	<u>Apr.</u>	<u>May</u>	<u>June</u>

[illegible]

TRAVEL EXPENSES FOR AGRICULTURAL ADMINISTRATION

1965						1966					
July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June

[illegible]

TRAVEL EXPENSES FOR AGRICULTURAL ADMINISTRATION

[illegible]

TRAVEL EXPENSES FOR AGRICULTURAL ADMINISTRATION

1965		1966									
<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Jan.</u>	<u>Feb.</u>	<u>Mar.</u>	<u>Apr.</u>	<u>May</u>	<u>June</u>

	18	18	18	18	18	24	42	42	42
0 <u>In State Board & Lodging</u>									
2021 Month									
2021 Year/Date	18					24			
1 <u>Out of State Board & Lodging</u>									42
2021 Month									
2021 Year/Date									
0 <u>In State Mileage/Private Car</u>									
2021 Month									
2021 Year/Date									
1 <u>Out of State Mileage/Private Car</u>									
2021 Month									
2021 Year/Date									
3 <u>In State Public Conveyance</u>									
2021 Month									
2021 Year/Date									
3 <u>Out of State Public Conveyance</u>									
2021 Month									
2021 Year/Date									
4 <u>In State Airplane</u>									
2021 Month									
2021 Year/Date									
5 <u>Out of State Airplane</u>									
2021 Month									
2021 Year/Date									
<u>Travel</u>									
2021 Month									
2021 Year/Date	18	18	18	18	18	24			
Average	18	18	18	18	18	24	42	42	42

TRAVEL EXPENSES FOR AGRICULTURAL ADMINISTRATION

[illegible]

TRAVEL EXPENSES FOR AGRICULTURAL ADMINISTRATION

[illegible]

In State Board & Lodging												
Month	248	275	238	162	325	185	212	284	188	216	335	54
Year/Date												2,722
Out of State Board & Lodging												
Month					60					77		137
Year/Date												
In State Mileage/Private Car												
Month	203	234	135	.56	231	70	124	117	52	50	221	1,493
Year/Date												
Out of State Mileage/Private Car												
Month					38							38
Year/Date												
In State Public Conveyance												
Month												
Year/Date												
Out of State Public Conveyance												
Month												
Year/Date												
In State Airplane												
Month												
Year/Date												
Out of State Airplane												
Month												
Year/Date												
Travel												
Month	450	509	373	218	654	255	336	401	240	343	556	54
Year/Date							2,795	3,196	3,436			4,390 366

FRESH FRUIT AND VEGETABLE INSPECTION.

[illegible]

TRAVEL EXPENSES FOR AGRICULTURAL ADMINISTRATION

1965						1966					
<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Jan.</u>	<u>Feb.</u>	<u>Mar.</u>	<u>Apr.</u>	<u>May</u>	<u>June</u>

[illegible]

Appendix C Continued

1965 <u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	1966 <u>Jan.</u>	<u>Feb.</u>	<u>Mar.</u>	<u>Apr.</u>	<u>May</u>	<u>June</u>
654	467	450	319	313	417	661	400	584	365	718	334 5,682
55				55			81	69			260
,830	2,299	2,020	2,049	1,907	2,156	2,661	2,555	2,175	1,594	2,293	1,570 25,362
							7	3			10
39		39	45		84			42	39	39	327
	158				229		359	152			898
,777	2,979	2,509	2,413	2,275	2,886	3,322	3,402	3,025	1,997	3,050	1,904 32,539 2,711

APPENDIX D

REVENUES OF LICENSES, SERVICES AND FEES

DEPARTMENT OF AGRICULTURE AND BRAND BOARD

Revenue Source	Fund Disp.	1965 July	Aug.	Sept.	Oct.	Nov.	Dec.	1966 Jan.	Feb.	Mar.	Apr.	May	June
Property Taxes	Livestock Dis.	\$2,565	\$ 217			\$1,137	\$2,967	\$47,613	\$31,162	\$19,553	\$6,381	\$2,014	995
(1000)	Bee Insp.	45				19	39	540	320	9	23	9	36
	State Brand	2,556	214			1,132	2,963	47,385	30,947	19,359	6,359	2,009	986
Licenses & Permits (2009)	Livestock Dis.	114	83	52	6	25	50	50	27	50	50	27	325
	Bee Insp.							105					
	Comm'l Feed & Fertilizer	210	70	90	20	125	560	3,565	3,975	675	620	440	130
	Econ. Poison	365	230	40	110	540	1,550	4,185	1,785	295	165	295	15
	Dairy Ind. & Insp.	732	102	40	40	17		4,363	1,645	1,037	1,218	865	823
	Meat Insp.	25	25	50	25		1,450	1,025	75	25	25		50
	Egg Insp.	2,325	455	430	152	50	55	37	48	25	10		1,961
Service & Fees (Insp.) (2503)	Agri. Insp.	504	1,000	4,611	4,930	2,140	679	2,599	688	571	923	2,068	2,243
	Fruit & Veg.	4,396	6,241	19,808	72,193	153,563	161,260	107,782	123,954	113,734	126,167	105,931	102,966
	Comm'l Feed & Fertilizer	1,770	4,552	119	2,269	1,464	53	1,992	3,911	160	2,717	4,264	25
	Meat Insp.	902	135	548	471	229	346	622	190	410	178	372	336
	Egg Insp.	3,638	2,109	4,060	2,733	2,331	2,615	3,013	2,785	1,999	1,703	2,161	3,471
	State Brand	8,592	8,109	9,922	15,968	18,550	18,270	13,098	13,470	11,237	13,317	12,998	10,901
Service & Fees (Other) (2509)	Agri. Insp.						30	12	7				
	Livestock Dis.	965	565	885	720	990	1,130	635	790	690	1,140	735	645
	Fruit & Veg.	83	47	118	92	292	234	909	823	2,414	573	222	429
	Comm'l Feed & Fertilizer	3,779	7,364	225	1,405	1,957		2,317	2,754	13	2,441	3,476	877
	Econ. Poison					15		10	25	25	705	2,835	670
	Dairy Ind. & Insp.	5,099	2,946	8,360	5,267	4,443	3,953	4,626	4,879	6,195	5,184	5,162	5,860
Misc. Sales(Forms (4504)	Livestock Dis.	131			315	61	254	114	53	122		227	71
Misc. Sales(Other	Livestock Dis.				12		2		32	22		10	
	Meat Insp.	151	172	215	67	453	356	149	137	104	110	49	42
TOTALS		\$38,957	\$34,757	\$49,576	\$106,795	\$189,533	\$198,816	246,726	\$224,482	\$178,744	\$170,107	\$146,168	\$133,854

APPENDIX E

EXPENDITURES OF (1) OFFICE OF STATE AUDITOR & (2) BUREAU OF PUBLIC ACCOUNTS

July 1, 1965 - June 30, 1966

		<u>Gen. Fund</u> Office of Auditor	<u>Gen. Fund</u> Bureau of Pub. Accts.	<u>Spec. Funds</u> Bureau of Pub. Accts.	<u>Total</u> Bureau of Pub. Accts.
101	Reg. Cert. Employees	\$109,925	\$24,821	\$17,325	\$42,146
102	Tem. Employees	1,662			
	Total Salaries	\$111,587	\$24,821	\$17,325	\$42,146
201.0	In State Board & Lodging	\$ 1,126	\$ 758		\$ 758
201.1	Out of State Board & Lodging	121	108		108
202.0	In State Mileage/Private Car	391	595		595
202.1	Out of State Mileage/Private Car	28			
202.2	In State Public Conveyance	9			
202.3	Out of State Public Conveyance	26			
202.4	In State Airplane	45			
202.5	Out of State Airplane	1,000			
101	Total Travel	\$ 2,690	\$ 1,461	---	\$ 1,461
210.0	Special Services	\$ 237			
211.0	Bonds - Insurance Premiums	2,538	\$ 349		\$ 349
211.4	Group Insurance - Life	301	443		443
211.5	Group Insurance - A.&H	1,354	414		414
211.7	Retirement	9,250	2,758		2,758
211.8	Personnel Commission		190		190
212.02	Freight & Express	25			
213.0	Postage & Mailing	3,808	27		27
214.0	Telephone - Local Charges	429			
214.1	Telephone - Incl. Installation	740	52		52
214.2	Telephone - Long Distance	71			
214.4	Telephone - Telepak	282	68		68
216.0	Printing & Binding	34	262		262
217.0	Laundry Service	39			
218	Dues & Subscriptions	238	9		9
220.2	Rent - Office Equipment	29,366	44		44
230.0	Repairs & Maintenance - Labor	803	65		65
231.0	Repairs & Maintenance - Structures	964			
232.0	Repairs - Materials Only	41			
244.0	Gas, Oil, Vehicle Supplies	134			

APPENDIX E (Continued)

	<u>Gen. Fund</u> Office of Auditor	<u>Gen. Fund</u> Bureau of Pub. Accts.	<u>Spec. Funds</u> Bureau of Pub. Accts.	<u>Total</u> Bureau of Pub. Accts.
250 Office Supplies	\$ 4,611	\$ 429		\$ 429
253 Supplies N.O.C.		8		8
Total O.C.E.	\$ 55,155	\$ 5,118		\$ 5,118
307 Office Equipment	\$ 133	\$ 884		\$ 884
313 Unclass. Equipment	(60)			
Total Capital Outlay	\$ 73	\$ 884		\$ 884
TOTAL EXPENDITURES	\$169,515	\$32,284		\$49,609

APPENDIX F

ROTARY FUNDS

Fund	Authorized Agency	Authorized Amount @ 6/30/66	Amount Paid By Sight Draft 7/1/65-6/30/66	Amount Paid By Sight Draft 7/1/63-6/30/65
8544	Private Contracting Board	\$ 750	\$ 933.18	\$ 29,469.67
8545	Sales Tax Act Fund	4,000	36,712.33	
8546	Bonner Co. (Dept. of Health	300	350.18	
8547	Public Employee Retirement System	1,000	568.45	
8548	Peas and Lentil Commission	1,000	211.76	
8549	Personnel Commission	1,000		
8550	Department of Agriculture	40,000	61,067.13	44,219.15
8551	Department of Public Assistance	2,500	31,341.93	52,741.80
8552	Potato and Onion Commission	2,000	19,681.02	39,101.32
8553	Industrial Accident Board	1,000	2,238.03	4,210.19
8554	Commerce and Development	1,500	10,333.73	9,530.26
8555	State Insurance Fund	30,000	1,506,770.22	3,808,895.60
8556	State Police Emergency	2,000		
8557	Department of Law Enforcement	15,000	155,368.84	266,987.75
8558	Fish and Game Department	3,000	24,443.43	40,220.80
8559	Wheat Commission	1,500	3,009.00	4,500.00
8560	Forest Management	145,000	687,080.08	1,214,492.89
8561	Historical Society	500	2,295.40	4,606.09
8562	Surplus Property	500	1,462.88	3,977.62
8563	Forester's Special	5,000	4,304.85	5,592.87
8564	Forestry	10,000	678.04	47,507.29
8565	Real Estate Brokers Board	250		
8566	State Liquor Dispensary	3,000	12,149.45	22,693.46
8567	State Insurance Administration Fund	1,000	1,275.00	4,998.55
8568	Employment Security	4,500	47,264.17	70,444.50
8569	Highway Department	10,000	172,400.74	352,560.56
8570	P.U.C. Commission	4,000	14,414.75	32,407.47
8571	Mine Inspector	500	1,547.05	2,556.68
8572	State Youth Training Center	1,000	3,753.28	4,867.81
8573	Department of Agriculture	3,000	21,356.51	40,180.64
8574	State Treasurer	250	460.00	530.36
8575	Penitentiary	2,500	3,337.57	8,326.13
8576	Department of Education	4,000	38,630.93	59,779.73
8577	Tax Commission	3,000	25,877.56	33,136.53
8578	Governor's Office	2,000	4,936.47	5,398.01

APPENDIX F (Continued)

<u>Fund</u>	<u>Authorized Agency</u>	<u>Authorized Amount @6/30/66</u>	<u>Amount Paid By Sight Draft 7/1/65-6/30/66</u>	<u>Amount Paid By Sight Draft 7/1/63-6/30/65</u>
8580	Public Health	\$4,000	\$ 32,719.70	\$ 46,541.92
8581	Disaster Relief and Civil Defense	1,500	7,724.98	10,143.61
8582	Department of Finance	1,000	7,170.95	19,372.47
8583	Nampa State School	1,500	10,325.95	12,706.06
8584	Adjutant General	1,500	9,630.55	16,730.11
8585	State Hospital North	1,000	5,574.41	10,487.81
8586	Central Postal System	10,000	68,727.61	163,562.07
8587	Supreme Court	2,000	3,898.39	9,778.87
8588	Deaf and Blind School	1,000	1,587.71	5,309.46
8589	Land Department	1,000	5,264.13	11,162.25
8590	State Auditor	750	1,482.50	2,870.00
8591	Tax Collector	7,000	53,472.40	68,020.85
8592	Department of Parks	1,000	1,270.78	
8593	Idaho State Library	1,000	5,548.84	5,909.73
8594	Legislative Council	2,000	1,847.90	
8595	Department of Reclamation	500	2,025.55	4,312.78
8596	Attorney General	2,000	5,036.79	10,304.41
8597	Bureau of Supplies	5,000	22,249.80	44,521.72
8598	State Hospital South	2,500	11,221.80	22,324.17
8599	Veterans Commission	1,000		94.12
TOTALS		\$353,050	\$3,153,034.70	\$5,950,086.14

FOOTNOTES

- 1 Article 4, Section 5, Constitution of the State of Idaho.
- 2 Division 6, Chapter 18, Deerings California Code.
- 3 Division 6, Chapter 19, Deerings California Code.
- 4 Division 6, Chapter 20, Deerings California Code.
- 5 Division 6, Chapter 21, Deerings California Code.
- 6 Chapter 601, Florida Statutes.
- 7 Chapter 5, Code of Georgia.
- 8 Chapter 179, Code of Iowa.
- 9 Chapter 2, Kansas Statutes Annotated.
- 10 Title 47, Oregon Revised Statutes.
- 11 Chapter 15, Revised Code of Washington.
- 12 Article 13, Section 1, Constitution of the State of Idaho.